



INTEGRATED DEVELOPMENT PLAN 2014 / 2015

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ABBREVIATIONS OF LEGISLATIVE ENACTMENTS:

The Constitution	:	South African Constitution Act 106 of 1996
The MSA	:	Municipal Systems Act No 32 of 2000
The Structures Act	:	Municipal Structures Act No 117 of 1998
DFA	:	Development Facilitation Act No of
DMA	:	Disaster Management Act No 57 of 2002
MFMA	:	Municipal Finance Management Act No of
		2000
NEMA	:	National Environmental Management Act No
		107 of 1998

Conservation Act	:	Environmental Conservation Act No 73 of 1989
Water Act	:	National Water Act No 36 of 1998
Property Rates Act	:	Property Rates Act No
The Ordinance	:	Town Planning Ordinance No 27 of 1949
KLAA	:	KwaZulu Land Affairs Act No 112 of 1992



FOREWORD BY HIS WORSHIP: THE MAYOR

It gives me privilege to present this development plan for Ndwedwe Municipality. The Integrated Development Plan (IDP) provides all stakeholders with a framework and a guide on the path we are taking to improving the lives of our people. This journey began in 2001 when the first IDP of Ndwedwe was approved as a strategic document to guide the development of the Municipality.

In January 2014, through a strategic planning session that was held in Karridene Hotel, Council resolved to adopt recommendations aimed at fast tracking service delivery to all people of Ndwedwe.

The 2014/2015 IDP seeks to integrate the above mentioned resolutions with national and provincial government resolutions on how development should be undertaken at a local government level. At the core of this is the National Development Plan (NDP).

The NDP provides a long term development perspective for the Republic, therefore there needs to be consistency and coherence in policy documents of the lower tiers of government. This plan aims to address, and significantly reduce, the triple challenges of society i.e. poverty, inequality, and unemployment.

As a long-term strategic plan, it serves four broad objectives:

1. Providing overarching goals for what we want to achieve by 2030.
2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

The success of IDP implementation depends on everyone fulfilling his/ her roles and responsibility in the Municipality. The Performance Management System will play a huge role in this regard by making sure that all priorities and projects that are in our IDP get implemented effectively and efficiently. The PMS reports will provide the Council with a “mirror” of how we have gone in improving the lives of our people and how far do we need to go in fulfilling the promises of a better life for all to our people.

I appeal to all stakeholders to work together with the Municipality through Operation Sukuma Sakhe. The Municipality cannot on its own achieve the set objectives that are in the IDP without the involvement of other sectors e.g. government departments, faith based organisations, non-governmental organisations, non-profit organisations and community at large. By working together with these sectors, we can do more in reducing backlogs of basic services in our communities.

Lastly, I humbly request that our citizens take care of all facilities and infrastructure that have been provided by the Municipalities and other agencies of development. This will go a long way in ensuring that community appreciate the fruits of democracy so many people fought hard for.

His Worship, the Mayor

Councillor: M. Hadebe

(A) CHAPTER 1: EXECUTIVE SUMMARY

1.1 WHO WE ARE?

Ndwedwe Local Municipality is one of the four local municipalities that are the composite of Ilembe District Municipality, which lies along the sea to the eastern part of KwaZulu-Natal as indicated in the map below (needs to attach a map). Ndwedwe Local Municipality lies further inland and abuts eThekweni Metro to the south, where the King Shaka International Airport and Dube Tradeport is about 20kms away from Ndwedwe Local Municipality; Maphumulo to the north, and kwaDukuza to the east. Ndwedwe Local Municipality is a rural area located in the close proximity of Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Ndwedwe Local Municipality along the R102. The municipality is characterized mainly of the disadvantaged areas. The main land uses are both the primary and secondary education facilities, hospital, community health facilities, the clinic, community halls, administration offices, sportsfields and a police station.

Three hierarchical nodes exist in our municipality namely:

Primary activity node, which is defined as the major centre in the municipality providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre of Ndwedwe.

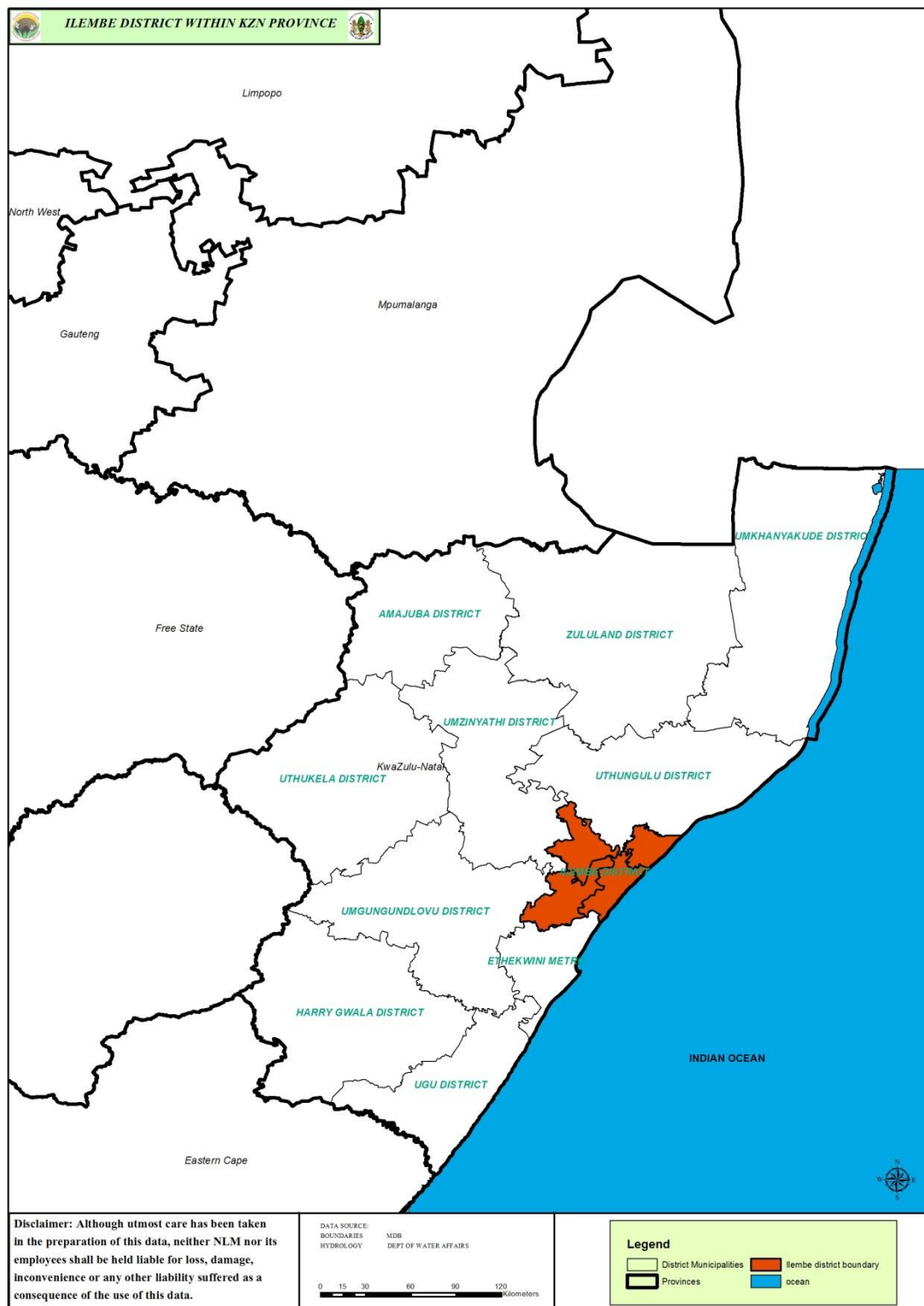
Secondary activity nodes, which are major interceptor point locations serving each a portion of the municipality and providing services for such areas, suggested as consisting of:

- Tafamasi in the south;
- Montebello in the south-west;
- Qinisani at the intersection of the R614 and the north-south link road;
- Bhamshela at the western end of the R614 within the municipality;
- Sonkombo in the east; and
- Ezindlovini in the east.

Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas.

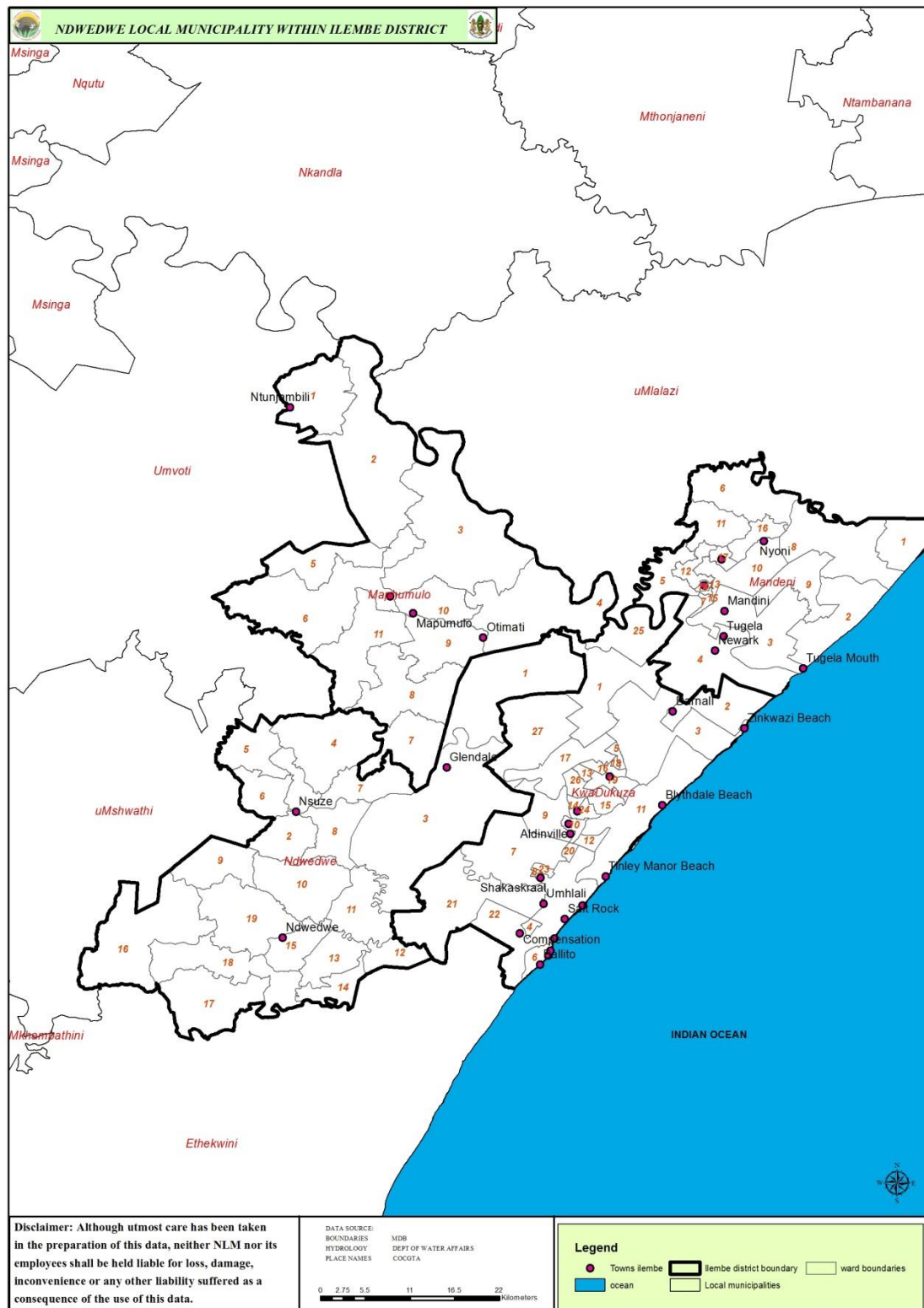
The extent of the municipal area is 1153 Km² and accommodates a population in the region of *140 820 people (Stats SA 2011)*. As would be indicated later on, the majority of the population is made up people between the ages of 15-34 whilst women are a dominant sex in Ndwedwe society. It is also worth noting that the working age group (15-64) is also dominant (56%) whilst the dependency ratio is also standing at 56%. Overall settlement densities are approximately 145 people per Km². 68% of Ndwedwe consists of traditional authority land, most of which is part of the former KwaZulu homeland consisting of traditional settlements. In total, there are 23 traditional authority councils in Ndwedwe Municipality area. The remainder of the land is made up of commercial farm lands located in the north-east of the municipality. Ndwedwe Local Municipality has 19 wards and a total number of 37 councillors.

In economic terms, the local economy is largely defined by the service sector where most people are employed in the public sector (various government departments and municipality as well as through government-funded programmes and projects); the informal economic sector and SMME; and the public transport sector. The area has enormous potential in tourism, agriculture and the commercial development sector, as would be indicated later.



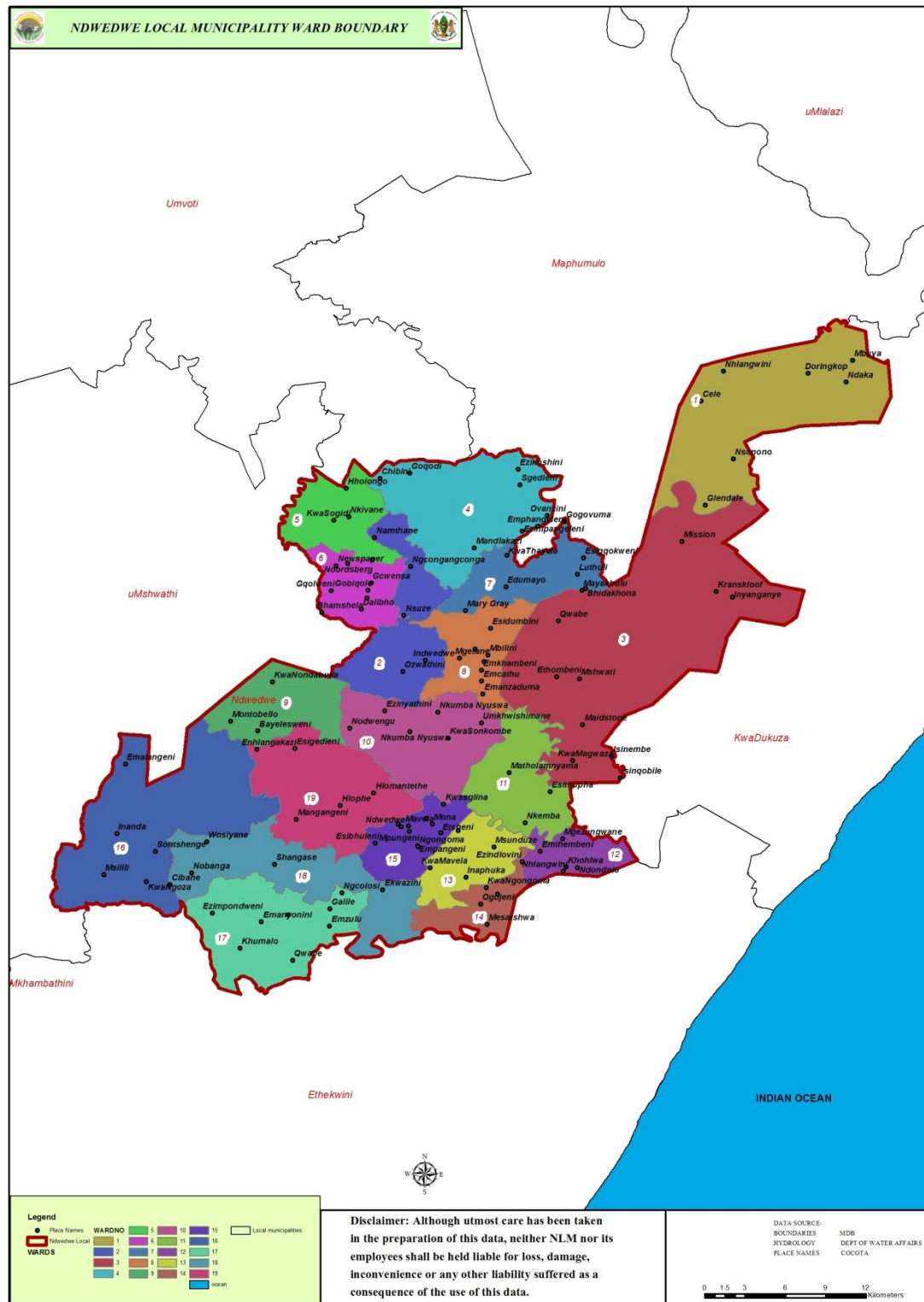
DISTRICT WITHIN PROVINCE MAP 2014

Map 1: District within the Province Map



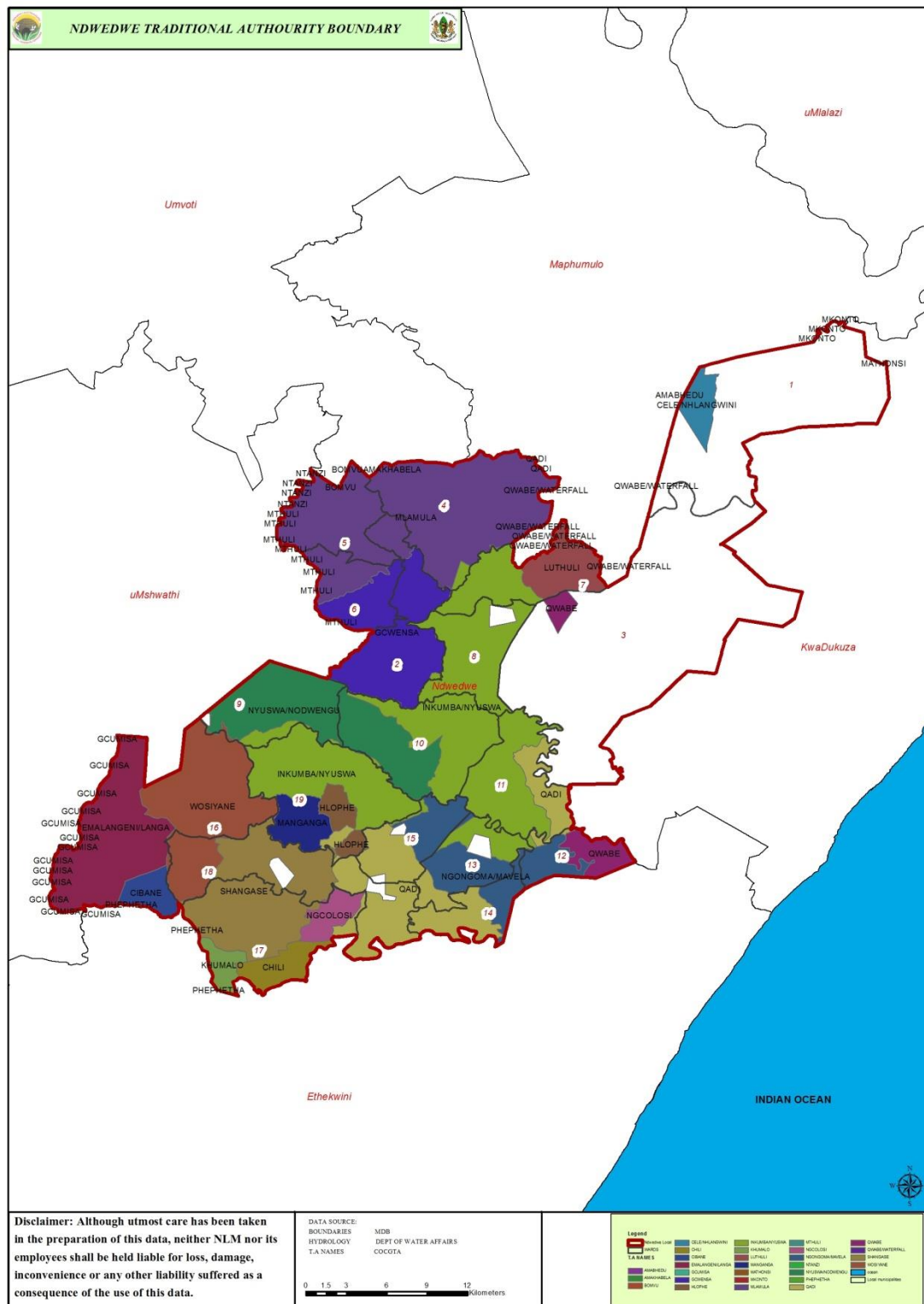
CONTEXTUAL MAP 2014

Map 2: Contextual Map



LOCALITY MAP 2014

Map 3: Locality Map



TRADITIONAL AUTHORITY LAND 2014

Map 4: Traditional Authority Land Map

1.2 DEVELOPING THE NDWEDWE IDP

1.2.1 THE IDP PREPARATION PROCESS

Chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000 requires that a municipality undertakes a developmentally oriented planning so as to ensure that it:

- a) Strives to achieve the objects of local government set out in section 152 of the Constitution;
- b) Gives effect to its developmental duties as required by section 153 of the Constitution; and-
- c) Together with other organs of state, contribute to the progressive realisation of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

In terms of Section 25(1) of the Municipal Systems Act (Act No. 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter (Chapter 5); and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

Necessarily, after the start of its elected term the Ndwedwe Municipal Council undertook to prepare a five year plan (2011/2016) in line with the Municipal Systems Act. The plan that has been prepared is a single inclusive and strategic plan for the development of Ndwedwe Municipality.

As a strategic document, the IDP responds to the needs of the Ndwedwe residents being premised on the following international, national and provincial strategic imperatives:

- i. Millennium Development Goals;
- ii. National Development Plan – 2030
- iii. The New Growth Path Framework
- iv. National Spatial Development Perspective;
- v. Local Government Turnaround Strategy;
- vi. Provincial Growth and Development Strategy;
- vii. Provincial Action Plan (Priorities) for 2009-2014
- viii. Provincial Spatial Economic Development Strategy;
- ix. Ilembe District IDP, and
- x. Ilembe Growth and Development Summit Resolutions.

In order to ensure certain minimum quality standards of the IDP preparation process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been done in line with the MSA. The preparation of a Process Plan requires adoption by the Council.

This Plan was approved in 2013 and it includes the following:

- i. A programme specifying the time frames for the different planning steps;
- ii. Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;

- iii. An indication of the organizational arrangements for the IDP process; and
- iv. Binding plans and planning requirements, i.e. policy and legislation; and mechanisms and procedures for vertical and horizontal alignment.

It is now a well-established legislative requirement that all municipalities should prepare and adopt an Integrated Development Plan (IDP). An IDP adopted by the Council of a municipality is the key strategic planning tool, which guides and informs all planning, budgeting, management, and decision making in a municipality. The drafting of the IDP is a lengthy planning process. It involves a wide range of role players from inside and outside the municipality. The IDP must be reviewed annually and a Process Plan to achieve this must be prepared. The Process Plan was approved in August 2013 and it includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process; and
- Framework for alignment at all levels as well as legislative framework.

The 2014-2015 IDP Review seeks to achieve the following:

- To ensure that limited resources are channeled to critical projects that will leverage economic growth;
- To ensure that all programmes and projects are in line with the strategic vision of the municipality;
- To address internal and external circumstances that impact on the running of the business of the municipality; and
- To capture the impact of successes as well as corrective measures to address the challenges.

Table 1: IDP Activities and timeframes

Major Activity	Detailed Activity	Time Frame	Responsibility
1. IDP/BUDGET PLANNING	Planning for the next three year budget begins in accordance with the coordination and preparation of the Budget/IDP process <i>(MFMA S53 and S63)</i>	July 2013	Municipal Manager Chief Financial Officer IDP/Public Participation Manager
2. IDP - PUBLIC PARTICIPATION	Invitation of the interested parties to register in the 2014/2015 IDP Representative Forum Register	July 2013	Municipal Manager IDP/Public Participation Director
3. BUDGET 2013/2014 FORMULATION & IDP 2013/2014 REVIEW PROCESSES	Tabling to Council of the time schedule outlining key deadline for preparing, tabling and adopting the budget, reviewing of the IDP that should start 10 months before the start of the financial year <i>(MFMA S21)</i> Adoption of the Budget/IDP Process Plan by the Council	August 2013	EXCO/Council Municipal Manager Chief Financial Officer/ Budget Office IDP/Public Participation Manager
4. MEASUREMENT, REPORTING AND REVIEW OF ORGANISATIONAL PERFORMANCE FOR 2013/2014	Measurement, reporting and review of organisational performance of Ndwedwe Municipality for 2013/2014 Financial Year	August 2013	Municipal Manager IDP/Public Participation Manager All Directors and Managers
5. REVISION OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM OF NDWEDWE MUNICIPALITY FOR 2011/2012	Revision of Organisational Performance Management System of Ndwedwe Municipality <ul style="list-style-type: none"> 1. Project Mobilisation 2. Desktop Analysis 3. PMS Workshop 4. Setting of Organisational KPI's and targets 5. Setting of operational KPI's and targets 6. Compilation of PMS Framework 7. Linking organisational and individual performance management 	September 2013	Municipal Manager IDP/Public Participation Manager Internal Audit Manager All Directors and Managers
6. INTEGRATE THE PMS WITH THE IDP	Institutionalize the reporting and performance auditing systems through the IDP Rep Forum	September 2013	MM / IDP/Public Participation Manager Manager for special programmes and support services

			Internal Audit Manager
7. IDP REVISION / PUBLIC CONSULTATION (REPORTS BACK)	Adoption of the IDP Organisational Structures for the period between 2013/2014 Mayoral Izimbizos (Needs Review)	September 2013	Municipal Manager IDP/Public Participation Manager
8. UPDATE THE FIVE YEAR FINANCIAL PLAN	CFO to update 5-year financial plan, list of projects for 2013/2014 and 5 year capital investment programme To integrate with IDP to inform strategic municipal budget alignment with IDP	September 2013	CFO & All Directors IDP/Public Participation Manager
9. SECTORAL MEETING/PUBLIC PARTICIPATION	Meeting with sector departments in order to identify and incorporate their plans into Ndwedwe 2013/2014 IDP	October – November 2013	Municipal Manager Directors/CFO IDP/Public Participation Manager
10. 2012/2013 BUDGET 1ST QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	October 2013	Chief Financial Officer Municipal Manager Directors
11. DETERMINATION OF REVENUE PROJECTIONS AND POLICIES	Submission of Report to Council	October 2013	Municipal Manager CFO Directors
12. REVIEW THE DEVELOPMENT STRATEGIES	Review the Municipality's priority list of strategies and projects	November 2013	IDP/Public Participation Manager All Directors Council
13. SECTORAL MEETINGS/PUBLIC PARTICIPATION	Collection of relevant information through IDP Rep Forum/ Multi-Sectoral Meeting Needs Analysis Process	November / December 2013	Mayor Municipal Manager IDP/Public Participation Manager
14. POLICY REVIEW	Review following policies: • Tariff policy	November 2013	Mayor

	<ul style="list-style-type: none"> • Investment Policy • Indigent policy • Insurance Policy • Public Participation • Credit Control Policy • Rates Policy 		
15. OPERATIONAL PLANS AND SUBMISSION OF CAPITAL BUDGET, DRAFT SDBIP	<p>-Preparation of the MTERF (Medium Term Expenditure and Revenue Framework) budget in terms of the MFMA</p> <p>-Conduct a workshop to clarify what each vote/line item is to be used for and how it should be used in order to eliminate unused or duplicated line items.</p> <p>-Extensive consultations with the Heads of departments for operational and capital budgets</p> <p>Department Heads prepare and submit operational plans</p> <p>-Submission and presentation of Operational Plans for 2014/2015 to the budget office</p> <p>- Identification, submission and presentation of all Capital Projects for 2014/2015 and the 5 year capital plan -SDBIP</p>	November / December 2013	<p>Chief Financial Officer</p> <p>Municipal Manager</p> <p>All Directors</p>
16. 2012/2013 BUDGET 2ND QUARTER REVIEW	Submission of report to Council on implementation of budget and financial status of municipality	January 2014	<p>CFO/Municipal Manager</p> <p>Directors</p>
17. MUNICIPAL SECTOR PLANS	FINALISATION OF MUNICIPAL SECTOR PLANS	December 2013/ January 2014	<p>Municipal Manager</p> <p>Chief Financial Officer</p> <p>IDP/Public Participation Manager</p> <p>Directors</p> <p>EXCO/Council</p>

18. 2012/2013 ADJUSTMENT BUDGET	Implementation of recommendations from review process MFMA S72	January 2014	Chief Financial Officer Manager Finance
19. BUDGET PREPARATION – 20. (INTERNAL PROCESS)	Preparation of 2013/2014 Financial Year's <ul style="list-style-type: none"> • Capital Budget • Operating Budget • Salaries Budget • Tariff of charges • Revised Budget • Draft SDBIP 	January 2014	Chief Financial Officer Manager Finance Managers
21. A STRATEGIC MTEF BUDGETARY FRAMEWORK LINKED TO THE IDP STRATEGIC OBJECTIVES AND SENSITIVE TO THE CAPITAL INVESTMENT PROGRAMME	Finalize the Ndwedwe 10-year capital investment and infrastructure investment programme Draw up an integrated MTEF budgetary framework for inclusion into the IDP Alignment of MTEF budgetary framework with that of sector departments	February 2014	All Directors IDP/Public Participation Manager CFO Manager Finance
22. ADOPTION OF THE DRAFT IDP	Adoption of the First Draft IDP	February/March 2014	Municipal Manager IDP/Public Participation Manager All Directors EXCO/Council
23. PUBLIC PARTICIPATION	Advertisement of the draft IDP for public comments and scrutiny	March/April 2014	IDP/Public Participation Manager
24. PUBLIC PARTICIPATION	IDP Roadshows/ Mayoral Izimbizo's – For the presentation of the draft IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative processes and any other new information of material nature	April 2014	The Mayor IDP/Public Participation Manager All Directors
25. IDP REVISION	IDP Rep Forum Meeting	First week of March 2014	IDP/Public Participation Manager All Directors

26. IDP 2014/2015 REVIEW PROCESSES	Alignment of the 2014/2015 draft budget to the IDP	March 2014	Chief Financial Officer All Directors IDP/Public Participation Manager Manager Finance
27. COMPLETE DRAFT BUDGET DOCUMENT AND DRAFT SDBIP	<ul style="list-style-type: none"> Table Draft Budget Table Draft SDBIP Commencement of public participation process-advertisement of the budget in local newspapers, websites, municipal office conduct Izimbizo to let the community know of their budgets submit draft budgets to National & Provincial Treasury, DPLG, LGTA and other stakeholders (MFMA s22) 	March 2014	EXCO Chief Financial Officer Manager Finance
28. PUBLIC PARTICIPATION	IDP Rep Forum/Multi-Sectoral Meeting	April 2014	IDP/Public Participation Manager
29. 2014/2014 3RD QUARTER BUDGET REVIEW	Submission of report to Council	April 2014	CFO/MM
30. FINAL BUDGET	Preparation of the final budget documentation for consideration of approval, taking into account consultative processes and any other new information of material nature. MFMA s 23	May 2014	The Mayor
31. BUDGET/IDP	Adoption of both 2014/2015 Budget & the 2013/2014 IDP	May 2014	The Mayor
32. 2014/2015 BUDGET	Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA	June 2014	Manager Finance
33. 2014/2015 IDP	Submission of the Adopted and Final 2014/2015 IDP to the MEC for Co-operative Governance & Traditional Affairs	June 2014	Municipal Manager IDP/Public Participation Manager
34. 2013/2014 BUDGET	<p>Finalization of the Service Delivery and Budget Implementation Plan (SDBIP)</p> <p>The Mayor must approve the SDBIP 28 days after the approval of the budget and ensure that annual performance contracts are concluded in accordance with S57 of Municipal Systems Act (MSA). The Mayor must submit the approved SDBIP and performance agreements and make the document public within 14 days after approval MFMA s53</p>	June 2014	MM IDP/Public Participation Manager Chief Financial Officer

1.3 DEVELOPMENT CHALLENGES

The main challenges facing the municipality can be summarised as follows:

- (a) Institutional transformation and organizational development**
 - Non-filling of critical and strategic posts leading to municipal instability.
 - Re-alignment of organogram to fit the municipality's development vision and strategic objectives.
- (b) Good governance and public participation**
 - Effective communication with internal and external stakeholders leading to service delivery protests.
- (c) Basic service delivery and infrastructure**
 - Non-filling of critical posts leading to inadequate expenditure of the MIG grant.
 - High levels of household service backlogs creating a threat of service delivery protests.
- (d) Finance viability**
 - Lack of revenue base limiting the budget growth of the municipality and its ability to fulfill its service delivery obligations.
- (e) Local economic development**
 - Absence of an LED Unit and LED institutions such as the LED Forum.
 - Lack of viable economic activity centres to promote internal economic linkages.
 - There is high unemployment rate (66.3%) and 60.3% of the population is not economically active.
- (f) Spatial and environmental management**
 - Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, cost-efficient housing, etc.
 - Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

1.4 MUNICIPAL LONG TERM VISION

Our vision, mission and values are underpinned by Council vision to see Ndwedwe Municipality providing first class service delivery by year 2030.

OUR 2030 VISION

“NDWEDWE: A Municipality of hope, dignity and prosperity”

OUR MISSION

“Our mission is to promote a quality and sustainable delivery of municipal services by:

- Involving communities in the development;
- Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and co-ordinated delivery”

OUR VALUES

The operations of the Municipality will be underpinned by the following key values:

- Accessibility

- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy
- Integrity
- Employee development
- Respect

1.5 STRATEGIES TO ADDRESS IDENTIFIED CHALLENGES

Ndwedwe Local Municipality will implement the following strategies in order to address the challenges identified above as well as to enable it to achieve the vision stated above:

In terms of **local economic development**, the municipality shall prioritise the:

- The implementation of high impact, nodal economic development projects earmarked for Ndwedwe Village and Bhamshela area;
- The creation of proper institutional arrangements to support local economic development initiatives, especially the implementation of identified high impact projects.
- Facilitate the provision of support necessary for the development of SMME and cooperatives throughout the municipality.

In terms of **basic service delivery and infrastructure**, the municipality shall prioritise

- The filling of vacant posts which are critical for the implementation of infrastructure projects, especially those funded by MIG;
- The progressive eradication of household infrastructure service backlogs, especially electricity.

In terms of **good governance and public participation**, the municipality shall prioritise

- Improvement of communication processes both with internal and external stakeholders
- Ensure all municipal structures are properly constituted and functional.

In terms of **institutional transformation and organizational development**, the municipality shall prioritise

- The filling of all critical and strategic posts that will restore stability in the municipality and improved service delivery.
- The re-alignment of the organogram to progressively fit the municipality's grand vision and strategic objectives.

In terms of **municipal finance viability**, the municipality shall prioritise

- Progressive achievement of clean audits
- Revenue enhancement strategies
- Re-alignment of the finance's organogram to enable it to achieve its strategic objectives.

In terms of **spatial and environmental management**, the municipality shall prioritise

- The progressive implementation of the Ndwedwe Town Development Project through the NDPG;
- The progressive implementation of critical projects earmarked for all secondary nodes to unlock the economic potential Ndwedwe Municipal Area
- The progressive implementation of the sustainable environmental programmes such as the waste management project.

1.6 NDWEDWE LOCAL MUNICIPALITY OVER THE NEXT 5 (FIVE) YEARS – STRATEGIC DEVELOPMENT OBJECTIVES

- **DEVELOP A RESILIENT LOCAL ECONOMY THAT CREATES SUSTAINABLE DECENT JOBS AND REDUCES POVERTY THROUGH THE FOLLOWING:**
 - Review institutional arrangements appropriate for the achievement of local economic development objectives;
 - Create municipal capacity to implement projects identified in each economic sector;
 - Facilitate municipal support programmes for the smme and cooperatives
- **FACILITATE SPATIAL ALIGNMENT AND COORDINATION THROUGH RESPONSIBLE DEVELOPMENT THAT IS SENSITIVE TO SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND CONSERVATION:**
 - Facilitate the finalization ndwedwe town establishment programme;
 - Facilitate the implementation of sustainable environmental programmes to support green economy;
 - Create appropriate institutional environment for the implementation of lums and sdf principles, especially in areas of ingonyama trust board (itb).
- **ENSURE MUNICIPAL FINANCIAL VIABILITY THROUGH:**
 - **Operation clean audit**
 - **Grap compliant annual financial statements** – the municipality should have sufficient capacity from within to be able to prepare fully grap compliant annual financial statements.
 - **Grap compliant fixed assets register** – controls should be put in place to ensure that the asset register is complete, with supporting documents, and is fully grap compliant.
 - **Compliance with laws and regulations** – a checklist of all laws and regulations that need to be complied with needs to be developed to assist the municipality to ensure compliance therewith.
- **REVENUE ENHANCEMENT STRATEGY:**
 - **Credit control policy** – the Municipality will need to review and implement its credit control policy to ensure that the revenue base is improved in order to help the Municipality to develop financially.
 - **Municipal Property Rates Act** – new valuation roll, rates by-laws and rates policy must be finalised before start of new financial year, 1 July 2014, so that the Municipality can rate and collect revenue in 2014/2015 financial year, going forward.

- **Traffic department** – the Municipality must start processes of engaging with Provincial Department of Transport, to get approval for opening and running a traffic department on their behalf, so as to generate more revenue for the Municipality, to assist with further development.
- **RE-ALIGNMENT OF FINANCE ORGANOGRAM TO ENABLE IT TO ACHIEVE STRATEGIC DEVELOPMENT OBJECTIVES**
 - **Review Finance Organogram** – Finance department's organogram needs to be reviewed to ensure that the department is sufficiently staffed to perform its function effectively.
 - **Minimum competency** – the Municipality will need to ensure that all staff members within Finance department have minimum competencies as prescribed by National Treasury in order to ensure that competent staff members are employed and retained for a more efficient service delivery.
- **PROMOTE GOOD GOVERNANCE AND PUBLIC PARTICIPATION THROUGH:**
 - Conducting quarterly and annual assessments of ward committees;
 - Filling the vacant position of communications manager to attend to improve communication with internal and external stakeholders; and
 - Conducting continuous assessments regarding the functionality of all municipal structures.
- **FACILITATE THE PROVISION OF SUSTAINABLE BASIC SERVICE DELIVERY THROUGH:**
 - The filling of vacant posts which are critical for the directorate to implement its infrastructure programmes, especially its expenditure on MIG;
 - Facilitating the eradication of backlogs on household infrastructure services, especially electricity.
- **FACILITATE INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT THROUGH**
 - the progressive re-alignment of the municipality's organogram to fit in with its vision and strategic objectives;
 - filling in all critical positions to ensure municipal stability and improved service delivery; and
 - addressing gender and employment equity through the recruitment processes of the municipality.

1.7 SPATIAL DEVELOPMENT FRAMEWORK

The future development scenario of Ndwedwe Municipality is heavily dependent on the implementation of its nodal, high impact development projects aimed at unlocking the growth potential of the area. The following projects are going to be given the highest status in terms of allocation of critical resources:

- (a) **Nodal Development:** Ndwedwe Spatial Development Framework identifies important nodes, such as Ndwedwe Village (Primary Node), Tafamasi, Montebello, Qinisani, Bhamshela, Sonkombo and Ezindlovini (**Secondary Nodes**). Obviously, these nodes have different functions or roles in the development of Ndwedwe. The successful development of **Ndwedwe Town** would have many economic benefits for the people of Ndwedwe. Currently, the Surveyor General is waiting for the amendment of the DFA judgment by Council to approve the general plan in order to open the township register. This will easily facilitate the attraction of private investments into the Town as there would be more certainty on land ownership issues. Meanwhile, two public investment projects have been approved for implementation in the Ndwedwe Town namely the sewerage plant and construction of offices for the Department of Home Affairs. Plans to develop a commercial centre are also at an advanced stage. In terms of the secondary nodes, plans for developing a commercial centre in Bhamshela are

also at advanced stage, with electricity being the major stumbling block in getting the centre constructed.

(b) Ndwedwe-Dube Trade Port Projects: Ndwedwe is better situated to meet the demands of Dube Trade Port and King Shaka International Airport. Large portion of Ndwedwe falls within the 30km radius **of the Dube Trade Port; the** south eastern portion of Ndwedwe falls with 10km radius of Dube TradePort. The budgetary processes will continually **create business** towards these unique opportunities:

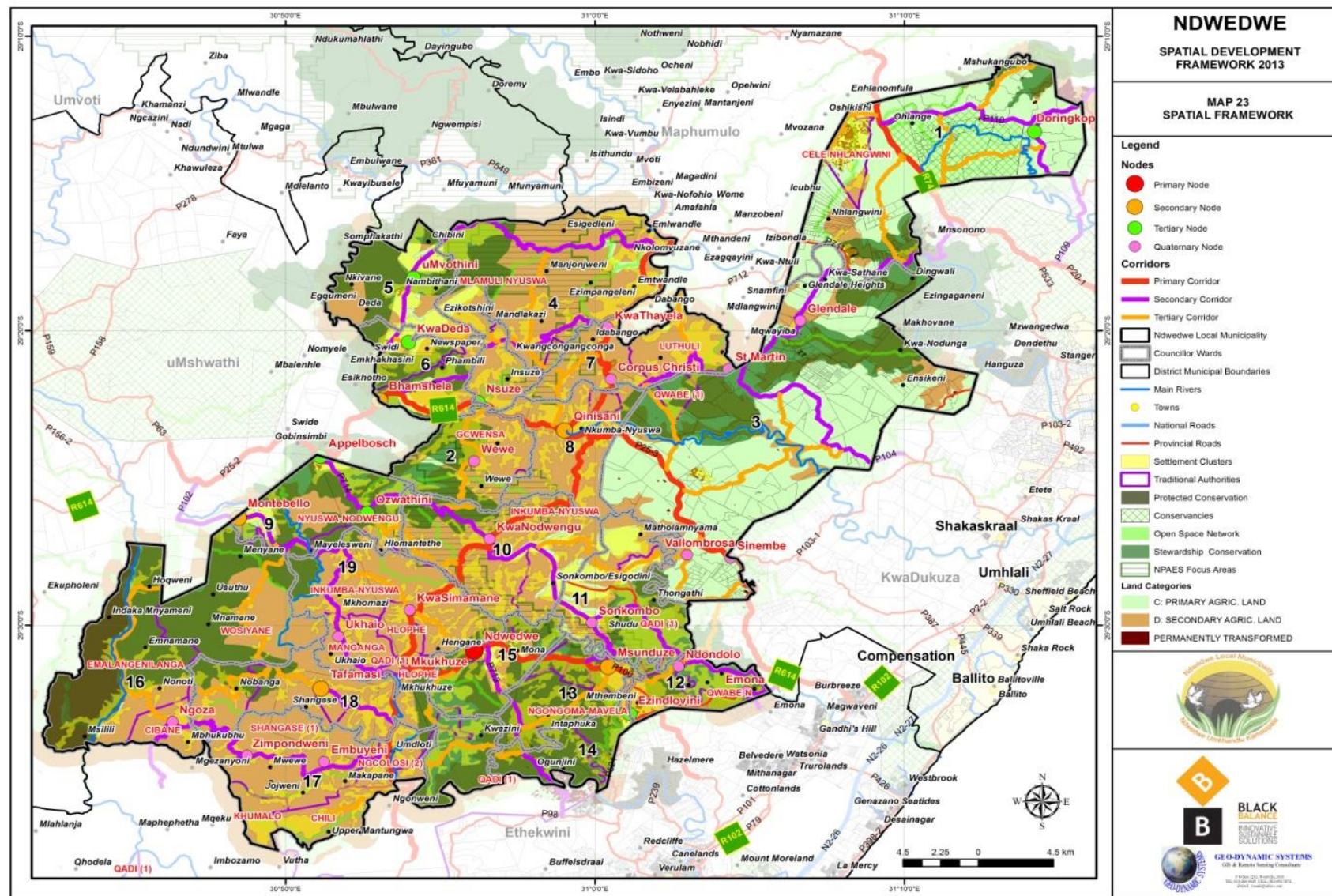
- Business cluster developments (manufacturing warehouses and distribution)
- Business Parks
- Agro-processing plant for processed food and semi-perishables
- Agricultural distribution warehouses
- Housing Estates at Mona Area (10km radius of Dube Trade Port) and at Ndwedwe Village

(c) Key tourism projectsthe Municipality has a variety of opportunities for development of tourism and recreational activities, substantially relating to dramatic topographic conditions (and natural African landscape). The municipal tourism development strategy identifies the following projects for future implementation:

- i. Nsuze battlefield (Bhambatha Rebellion Route)
- ii. KwaLoshe eco-tourism;
- iii. Nhlangakazi mountain;
- iv. Nhlangakazi game reserve; and
- v. Johnny Makhathini Museum.

(d) Focus on key agricultural projects to unlock the agricultural potential of the area through the following high impact projects, namely:

- Indigenous farming programme;
- Ndwedwe pack house (mini-factories) and fresh produce facility;
- Sustainable natural resource management;
- Agri-incubator hub;
- Agri-zone programme



Map 5: Ndwedwe Spatial Development Framework

1.8 PERFORMANCE MEASUREMENT

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. The Municipality has developed Draft 2014/2015 Performance Management Framework which details the above steps in the PMS process.

In line with the said legal requirement, this framework is a policy document that sets out:

- a) The requirements that the Ndwedwe Municipality's OPMS will need to full-fill;
- b) The principles that must inform its development and subsequent implementation;
- c) The preferred performance management model of the Municipality;
- d) The process by which the system will work;
- e) The delegation of responsibilities for different roles in the process; and
- f) A plan for the implementation of the system.

Ndwedwe Municipality has completed its PMS framework and scorecards. There is now an ongoing evaluation and monitoring of performance through quarterly reviews, one on one meeting, annual report and other relevant reports that are also submitted to Treasury.

(B) CHAPTER 2: PLANNING, DEVELOPMENT PRINCIPLES AND GOVERNMENT PRIORTIES

2.1 PLANNING AND DEVELOPMENT PRINCIPLES

Development in Ndwedwe Local Municipality is underpinned by a number of principles that seek to encourage coordinated, harmonious and efficient utilization of land, whilst addressing spatial imbalances. These include, *inter alia*:

- Development / investment must only happen in locations that are sustainable (*NSDP*)
- Balance between urban and rural land development in support of each other (*DFA Principles*)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres (*DFA Principles*)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (*DFA Principles, CRDP, National Strategy on Sustainable Development*)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (*NSDP*)
- Development / investment should be focused on localities of economic growth and/or economic potential (*NSDP*)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (*NSDP*)
- Land development procedures must include provisions that accommodate access to secure tenure (*CRDP*)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (*"Breaking New Ground": from Housing to Sustainable Human Settlements*)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (*National Strategy on Sustainable Development*)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (*National Strategy on Sustainable Development, KZN PGDS*).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (*KZN PGDS*)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (*KZN PGDS*).

2.2 GOVERNMENT PRIORITIES

2.2.1 MILLENNIUM DEVELOPMENT GOALS (MDGs)

South Africa is one of the signatory countries to United Nations MDGs. This is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015. Listed below are the targets:

Table 2: MDGs

GOAL		TARGET
Goal 1	Eradicate extreme poverty and hunger	<p>Target 1: Halve, between 1990 and 2015 the proportion of people whose income is less than 1\$ a day</p> <p>Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger</p>
Goal 2	Achieve universal primary education	Target 3: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course
Goal 3	Promote gender equality and empower women	Target 4: Eliminate gender disparity in primary and secondary education preferable by 2005 and in all levels of education no later than 2015
Goal 4	Reduce child mortality	Target 5: Reduce by two thirds, between 1990 and 2015, the under five mortality rate
Goal 5	Improve maternal health	Target 6: Reduce by three- quarters, between 1990 and 2015, the maternal mortality ratio
Goal 6	Combat HIV/ AIDS, malaria, and other diseases	<p>Target 7: Have halted by 2015 and begun to reverse the spread of HIV/AIDS</p> <p>Target 8: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases</p>
Goal 7	Ensure environmental sustainability	<p>Target 9: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources</p> <p>Target 10: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation</p> <p>Target 11: Have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers</p>
Goal 8	Develop a global partnership for development	<p>Target 12: Develop further an open, rule- based, predictable, non – discrimination trading and financial system (including a commitment to good governance, development, and poverty reduction – both nationally and internationally)</p> <p>Target 13: Address the special needs of the least developed countries (includes tariff – and quota – free access for exports enhanced program of debt relief for HIPC and cancellation of official bilateral debt, and more generous ODA for countries committed to poverty reduction)</p> <p>Target 14: Address the special needs of landlocked countries and small Island Development states (through the program of action for the sustainable Development of Small Island Developing states and 22nd General Assembly provision)</p>

GOAL	TARGET
	<p>Target 15: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.</p> <p>Target 16: In cooperation with the developing countries, develop and implement strategies for decent and productive work for youth</p> <p>Target 17: In Cooperation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries</p> <p>Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications.</p>

Ndwedwe local municipality has, over the years, developed programmes that sought to respond and address issues of the millennium development goals especially in relation to the HIV/Aids programmes through the establishment of local aids councils; eradicating extreme poverty through Operation Sukuma Sakhe initiatives targeted at poorest households of the community; ensuring environmental sustainability through bio-digesters projects and waste management programmes; etc.

2.2.2 NATIONAL DEVELOPMENT PLAN

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself has had an effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. See the figure 1 below. To arrest this situation the NPC has developed a 20 year National Development Plan (NDP).



Figure 1: Poverty and Inequality

2.2.2.1 WHAT DOES THE NATIONAL DEVELOPMENT PLAN PROPOSE?

The point of departure for the NDP is fighting poverty and inequality in South Africa. According to the NPC South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership and unity. The main goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan helps to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. See figure 2 below.



Figure 2: Prosperity and Equity

The National Development Plan seeks to address the triple challenge of poverty, unemployment and inequality through the following programmes (which themselves have various proposed specific interventions):

- **Job creation (target of 11 million jobs by 2030)**
- **Expanding infrastructure**
- **Transition to a low-carbon economy**
- **Transform urban and rural spaces**
- **Education and training**
- **Build a capable state**
- **Fight corruption**
- **Provide quality health care**
- **Transformation and unity**

The Ndwedwe Local Municipality has attempted to initiate programmes and projects that will enable it to contribute towards the realization of the NDP goals and targets. For example, the municipality is currently facilitating the Community Works Programme and Expanded Public Works Programme that have created 1200 and 100 job opportunities, respectively. In terms of transforming urban and rural areas, the municipality has focused more on attracting both public and private investors into the nodal areas of Bhamshela and Ndwedwe as well as its development corridors with the long-term objective of bring sustainable economic development that triumph against poverty, unemployment and inequality.

2.2.4 MUNICIPAL TURN AROUND STRATEGY (MTAS)

2.2.5 FOURTEEN (14) NATIONAL OUTCOMES

2.2.6 FIVE (5) NATIONAL PRIORITIES

2.2.7 STATE OF THE NATION ADDRESS

In his State of the Nation address of 17 June 2014, the President stated the following “I would like to share with you now, our plan of action to revitalise local government. Our municipalities are built on a firm foundation, built over the last 20 years of democracy. We have evaluated all our municipalities. We have inspected their financial management, how they work within legislative processes as well as their ability to roll out projects and to address capacity constraints. We have also looked at how they respond to service delivery protests. There have been many successes in many municipalities. However we face a number of challenges in others.” The Ndwedwe Municipality is on track in terms of addressing challenges related to capacity to spend budget in particular for infrastructure projects. The main reason for poor expenditure was the slow Supply Chain Management processes. Currently plans have been put in place to ensure that delays are minimised.

2.2.8 KZN GDS (7 GOALS)

(C) CHAPTER 3: SITUATIONAL ANALYSIS

3.1 CROSS-CUTTING INTERVENTION ANALYSIS

3.1.1 Regional Context

The Ndwedwe Local Municipality is one of Four Municipalities within the ILembe District Municipality, with the other three being the Mandeni Local Municipality, the KwaDukuza Municipality, and the Maphumulo Local Municipality. The Ndwedwe Local Municipality shares boundaries with two (2) district Municipalities, as well as the eThekweni Metropolitan Municipality to the South, and is highly accessible from eThekweni Metropolitan Municipality via the P100 (Vincent Dickenson Road), as well as the P164.

3.1.2 Administrative Context

Almost 80% of the municipality is registered in the name of the Ingonyama, and the following Traditional Areas are situated within the Local Municipality:

- | | |
|---------------------|---------------------|
| 1. Cele Nhlanguwini | 9. Mlamuli Nyuswa |
| 2. Chili | 10. Ngcolosi |
| 3. Cibane | 11. Ngongoma Mavela |
| 4. Emalangeni | 12. Nyuswa-Nodwengu |
| 5. Hlope | 13. Qadi |
| 6. Inkumba Nyuswa | 14. Qwabe |
| 7. Khumalo | 15. Shangase |
| 8. Luthuli | 16. Wosiyane |

The municipality has very extreme topographical features which provides for magnificent landscapes and natural beauty, which can be utilised to the advantage of the Municipality.

3.1.3 Structuring Elements

3.1.4 Existing Nodes and Corridors

3.1.4.1 Nodes

The following hierarchy of nodal areas are identified as focus points for development initiatives and service provision:

Table 3: Nodal Areas

Nodal Category	Locality
Primary Activity Node: Providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre.	<ul style="list-style-type: none"> Ndwedwe

Secondary Activity Nodes major interceptor point locations serving each portion of the municipality and providing services	<ul style="list-style-type: none"> • Tafamasi in the south • Montebello in the south-west • Qinisani at the intersection of the R614 and the north-south link road • Bhamshela at the western end of the R614 within the municipality • Ashville along the R74 in the north of the municipality • Sonkombo north-west of the municipality
Tertiary Activity Nodes strictly local nodes serving individual communities and areas	<ul style="list-style-type: none"> • Various Localities

In addition to the above nodal classifications, the iLembe District Spatial Economic Development Strategy (March 2012) identified Ndwedwe town as a primary node within the iLembe District due to its central function within Ndwedwe Local Municipality. The document further states that Ndwedwe is expected to attract a series of development, including urban residential, commercial and economic development. A number of social and government facilities are located in the Ndwedwe town including the municipal building, civic centre, police station, post office, community clinic and Elangeni College.

3.1.4.2 Corridors

The corridors as outlined in the table below have been identified within the IDP as development corridors for the Ndwedwe Local municipality:

Table 4: Corridors

Corridor Category	Corridor Alignment
Primary Corridors	<ul style="list-style-type: none"> • The existing R74 from Stanger via Ashville to Kranskop • The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg • The P100 from Verulam to the Ndwedwe Village and back to Inanda • A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating inter alia a new interceptor point at Qinisani
Secondary Corridors	<ul style="list-style-type: none"> • The Ndwedwe – Osindisweni Road • The Mkhukhuze – Montebello Road • Roads from the P100 to Tafamasi and Zimpondweni • The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614 • Roads from Bhamshela to KwaThayela and the D890 further to the north

	<ul style="list-style-type: none"> • The road from the Qinisani area to Ashville • The road from St. Martin to Shakaskraal • The road from the R74 to Doringkop. • The P713 road • The P102 road
Tertiary Corridors	<ul style="list-style-type: none"> • Provides major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF (Image below) but are too numerous to mention here.

3.1.5 Topography

The Ndwedwe Local Municipality has extreme topographical features which range from 27m above sea level to 1071m above sea level. The more extreme topographical features are situated in the northern parts of the municipality, as height increases in a northern direction. The lowest points are found along the riverine areas at Ogunjini, Engedleni, Kwa-Nodunga and Dingwall. The southern parts of the Municipality have the most evenly sloped terrain, and it is understandable that the higher settlement densities are also found in this area and that the higher agricultural potential land is also found in this area. Although a vast difference exists in the height above sea level between the various nodes, all the nodes are situated in areas where relative evenly sloped areas.

3.1.6 Slope Analysis

Inclines differ from 1:100 (1%) to 1:5 (20%). Terrain plays an integral part in determining settlement patterns and can severely impact on the cost effectiveness of development and service provision. The steeper the slope, the more difficult and more expensive construction becomes and should therefore be considered during infrastructure intervention planning.

The whole of the municipality has extreme topographical features with majority of the areas having a slope steeper than 1:5. The more evenly sloped areas are situated in the western parts of the Municipality, where commercial agriculture and forestry activities are prominent. Smaller pockets of evenly sloped areas are found within the Traditional Authority areas around the nodal areas of Ndwedwe, the areas north of Bhamshela, Montebello in the North West, and the areas around Hlatikulu on the uMshwati Municipal boundary. As indicated earlier the more evenly sloped areas are also the most densely populated areas.

3.1.7 Land Reform

3.1.8 Land Capability and Agricultural Potential

The Kwa-Zulu Natal Agricultural Land Potential Categories Internal Report 2012 has set out a list of Agricultural Land Categories which are categorized and in the case of Ndwedwe Municipality: the largest part of the municipality can be categorised as land with a Category D: Secondary Agricultural Land, which have low agricultural potential. This can be ascribed to the extreme topographical terrain of the municipality. This land is also registered in the name of the Ingonyama trust, where the rural settlements clusters are dependent on the land via subsistence agriculture. The land with the highest agricultural potential is

situated within the eastern regions of the Municipality, and is in private ownership. Land Potential categories in this area range from Category C: Primary Agricultural Land, to Irreplaceable. Very few areas are categorised as “irreplaceable” but is situated in close proximity to the southern boundary of the municipality from Ndwedwe to the Ohlanga Area in the east.

In addition to the land capabilities as categorised by the KZN DAEA the Department of Rural Development and Land Reform mapped agricultural land uses within traditionally settled areas to identify land with agricultural potential. Where the KZN DAEA depicts the Ndwedwe Areas as Secondary Agricultural Land, this study distinguishes further between the various agricultural land uses within the traditional areas and provides more insight into agricultural activities.

This study distinguished between the following categories:

- Settlements
- Homestead gardens
- Small holder (scale) cultivation (<15ha)
- Medium to large scale cultivation (>15ha)
- Plantation crops
- Grazing (grasslands)
- Bad lands (including erosion)
- Conservation/natural lands

Despite the topographical challenges presented by the terrain of Ndwedwe, it is clear that the communities are actively farming the Ndwedwe lands. The largest part of the land owned by the Ingonyama Trust contains fields in excess of 15ha. This is also the less densely settled areas. There are small pockets of conservation/natural lands, but is too small to be of conservation value. Coinciding with the settlement pattern is smaller scale farming activities of less than 15Ha in size as well as homestead gardens. All of the previous are classified as subsistence farming. Plantations are found on the northern boundary of the municipality.

According to the Reviewed Municipal Agricultural Sector Plan, the municipality needs to promote the following high impact projects in order to unlock its agricultural potential:

- Indigenous farming programme;
- Ndwedwe pack house (mini-factories) and fresh produce facility;
- Sustainable natural resource management;
- Agri-incubator hub;
- Agri-zone programme

Informed by the Bio-Resource Unit (BRU) characteristics of Ndwedwe Municipal Area, the Sector Plan groups together different wards into clusters that are each suitable for the implementation of the above-mentioned high impact projects. In the case of Ndwedwe Mini-factories, is finalizing operational plans for the final utilization of the structure for the benefits of community-based agricultural organizations located in wards located closer to the mini-factories in Ward 15.

3.1.9 Private Sector Developments

3.1.10 Environmental Analysis

3.1.10.1 Biodiversity

Two biomes occur at Ndwedwe Municipality being Indian Ocean Coastal Belt and savanna biomes. The Ndwedwe SDF identifies the major and minor river valleys, escarpments, mountains and other areas identified as being of environmental significance and suggest relevant environmental protection areas. As stipulated in the Environmental Management Framework (EMF) for ILembe District Municipality, the environmental sensitive features found at Ndwedwe include rivers; vegetation type; biomes; terrestrial; freshwater ecosystem; and the vegetation of the incisive river valleys (see the attached map on environmental sensitive features). The remaining natural areas in Ndwedwe make about 65 422.2 ha (56.5% of municipality).

In order to understand the impacts of human activities on biodiversity, it is paramount to assess the biodiversity patterns, from local, regional and to national patterns. With this approach the following are important:

- a) Species - fauna and flora species, and species of special concern
- b) Vegetation types
- c) Ecosystems, including threatened ecosystems
- d) Wetlands and freshwater areas
- e) Critical biodiversity areas and ecological support areas, which play an important function in supporting biodiversity
- f) Current Protected Areas, including Marine Protected Areas and proposed expansion of Protected Areas

(a) Fauna and Flora Species

Below is the table showing a list of fauna and flora species occurring within the Ndwedwe Municipality.

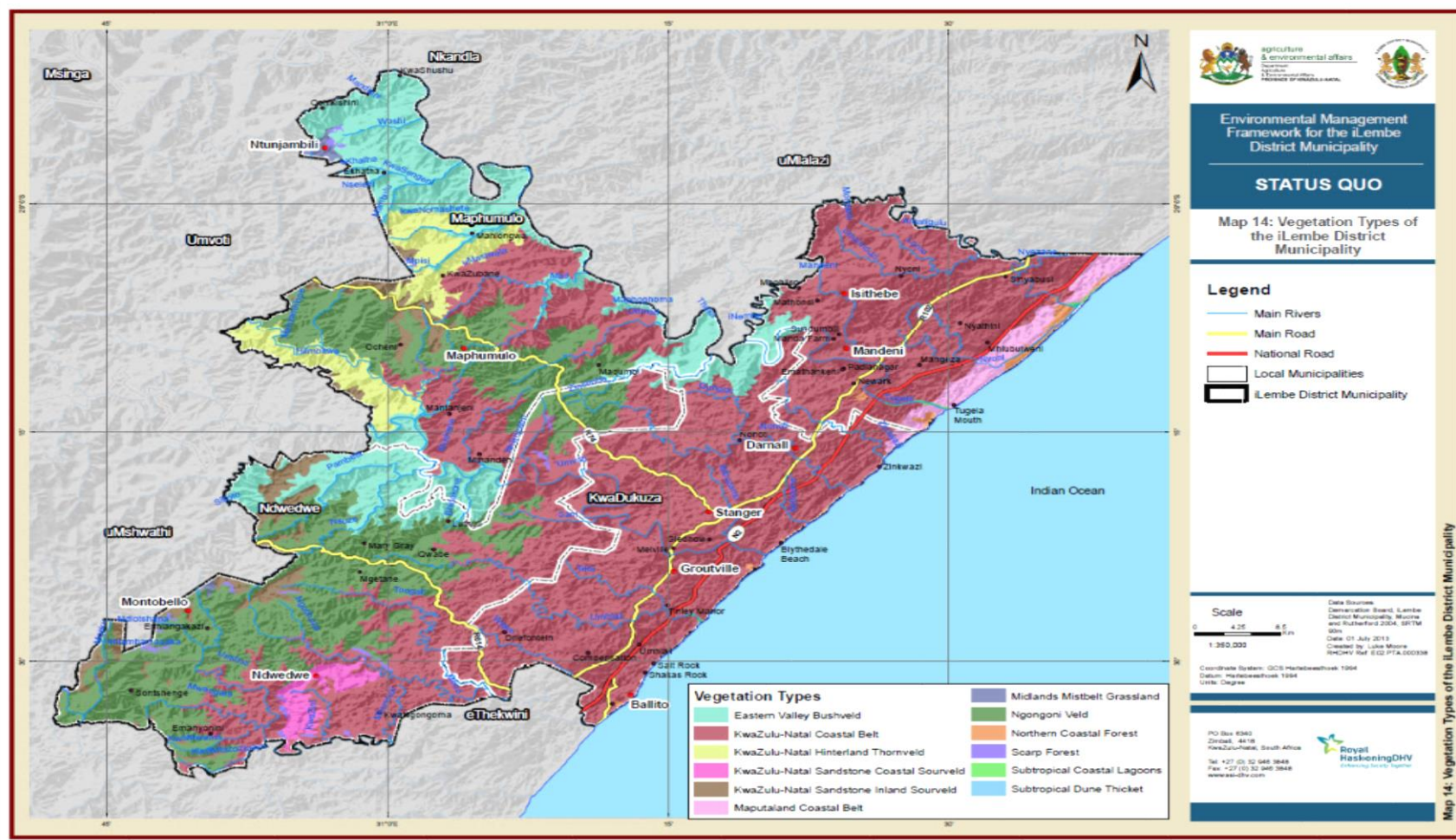
Table 5: Showing fauna and flora species that occur at Ndwedwe local municipality

	Fauna and Flora Species Ndwedwe	
Flora	<i>Diaphanathe millari</i>	- Vulnerable
	<i>Kniphofia pauciflora</i>	- Critically endangered
	<i>Senecio exuberans</i>	
Fauna	Reptiles	
	<ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon) 	
	Amphibians	
	<i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog)	-Endangered
	Birds	
	<i>Anthropodes paradise</i> – (Blue crane)	-Vulnerable
	<i>Balearica regulorum</i> – (Crowned crane)	-Vulnerable
	Mammals	
	<i>Dendrohyrax arboreus</i> – (Southern tree hyrax)	-LC

	Fauna and Flora Species Ndwedwe
	<p><i>Invertebrates:</i></p> <p><u>Molusca</u></p> <ul style="list-style-type: none"> • <i>Euonyma lymnaeiformis</i> • <i>Gulella euthymia</i> (Warty hunter snail) <p><u>Milipedes</u></p> <ul style="list-style-type: none"> • <i>Centrolobus tricolor</i> • <i>Doratogonus certulatus</i> • <i>Doratogonus falcatus</i> • <i>Doratogonus natalensis</i> • <i>Doratogonus rubipodus</i> • <i>Doratogonus peregrinus</i> • <i>Gnomeskelus spectabilis</i> • <i>Gnomeskelus tuberosus urbanus</i> • <i>Patinatius bideramus simulator</i> • <i>Spinotarsus glomeratus</i> <p><u>Insecta</u></p> <ul style="list-style-type: none"> • <i>Eremidium erectus</i> • <i>Odontomelus eshowe</i>

(b) ***Vegetation types within Ndwedwe Municipality***

The vegetation in Ndwedwe Local Municipality as highlighted in Figure 1 below comprise of Ngongoni Veld 47575.3ha (41.1% of municipality), KwaZulu-Natal Coastal Belt 46663.4ha (40.32% of municipality), Eastern Valley Bushveld 10447 (9.03% of municipality), portions of KwaZulu Natal Sandstone Coastal Sourveld 9900.3ha (8.55% of municipality), Midlands Mistbelt Grassland 178.3ha (0.15% of municipality), and Scarp Forest 979.1ha (0.85% of municipality).

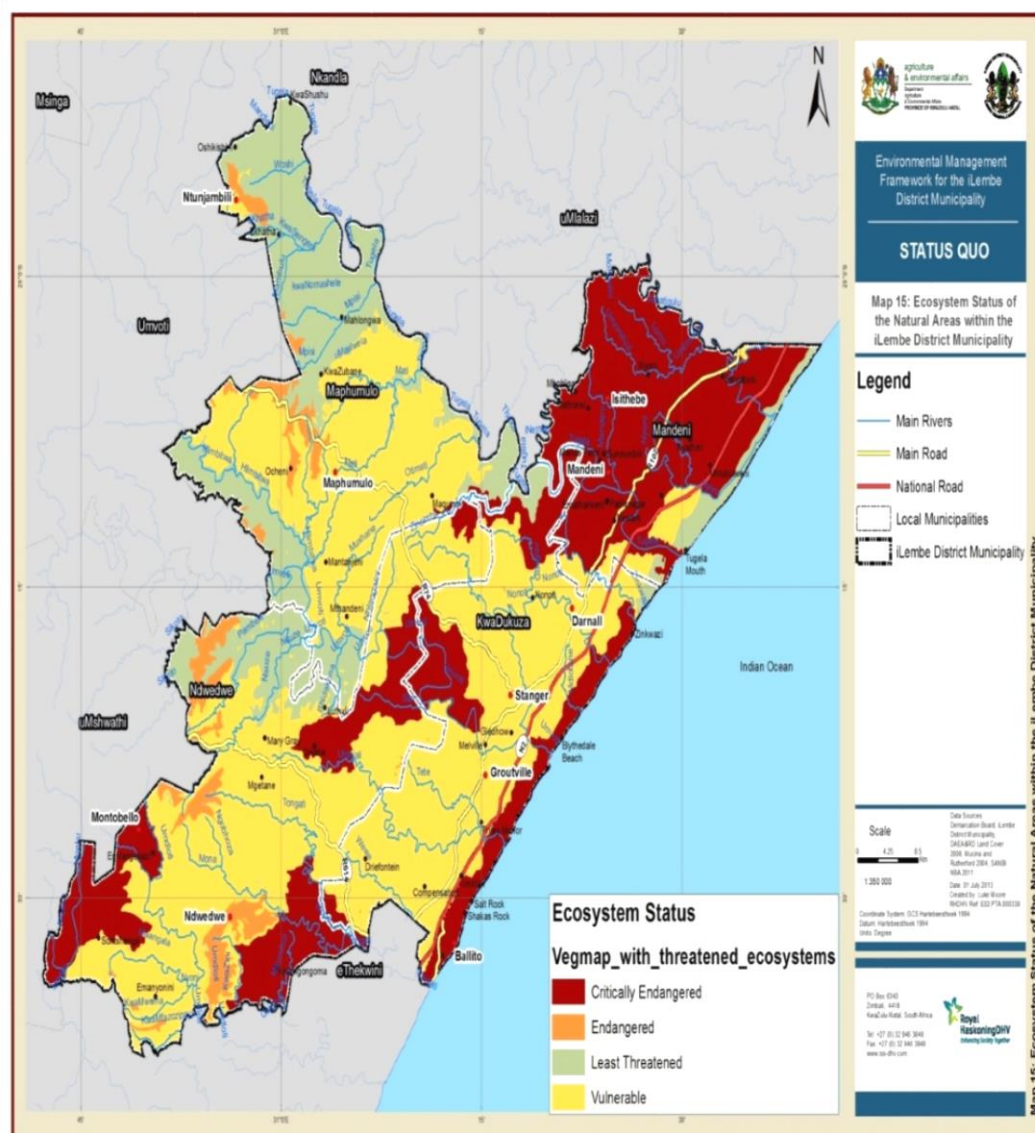


MAP 6: A map showing vegetation type of iLembe District Municipality (Adapted from EMF: iLembe District Municipality, 2014).

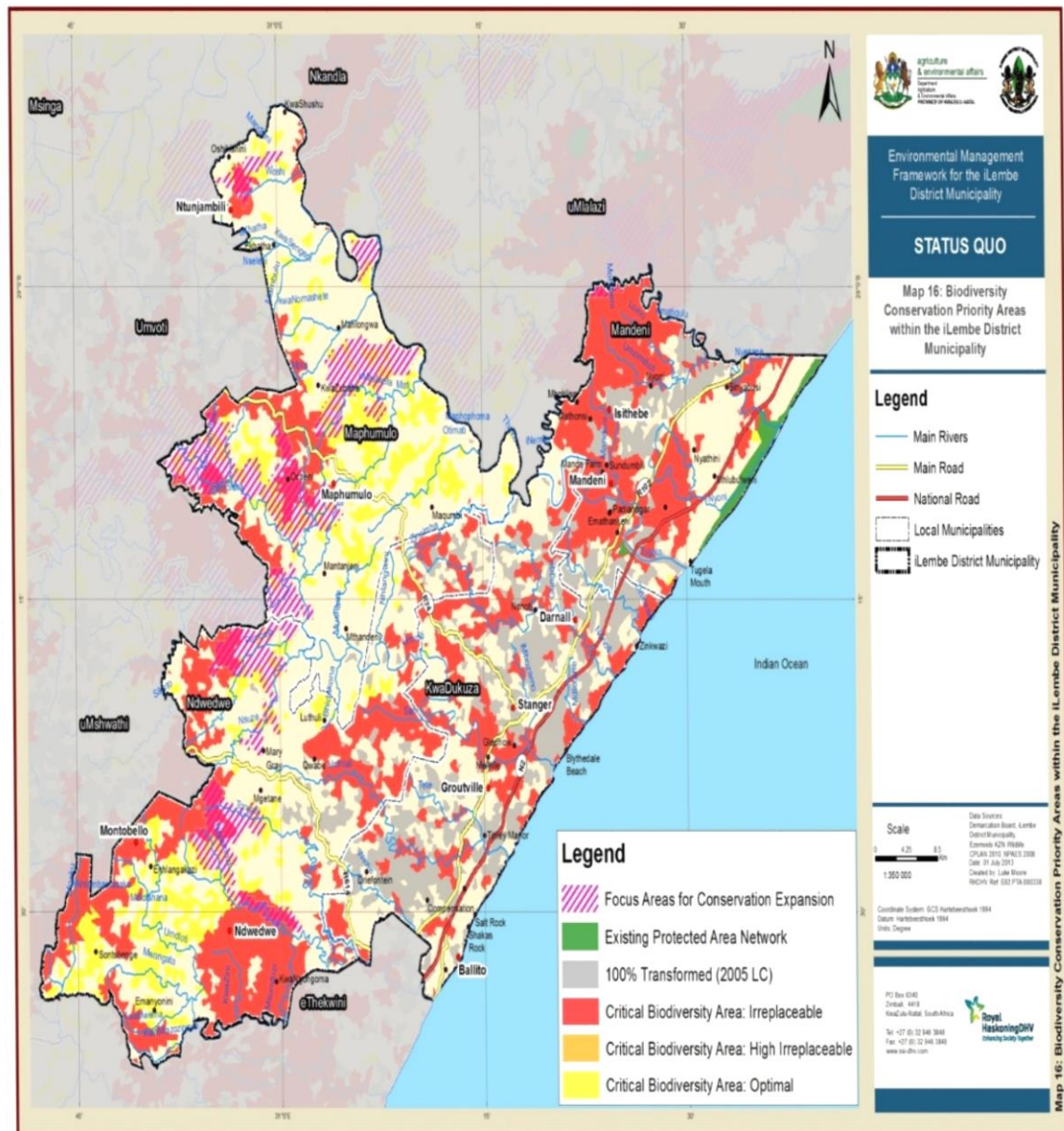
(c)Threatened Ecosystems/ Species

Chapter 4, Part 2 of the Biodiversity Act provides for listing of species as threatened or protected. If a species is listed as threatened, it must be further classified as critically endangered, endangered or vulnerable. Figure 2 below shows the ecosystem status of the natural areas within ILembe District Municipality and the within Ndwedwe Municipality the classification is as follows:

Classification	Species
<i>Critically endangered</i>	<ul style="list-style-type: none"> • Eshowe Mtunzini Hilly Grasslands • Interior North Coast Grasslands • New Hanover Plateau • Umvoti Valley Complex
<i>Endangered</i>	KwaZulu-Natal Sandstone Sourveld
<i>Vulnerable</i>	<ul style="list-style-type: none"> • Eastern Scarp Forest • KwaZulu-Natal Coastal Belt • Midlands Mistbelt Grassland • Ngongoni Veld



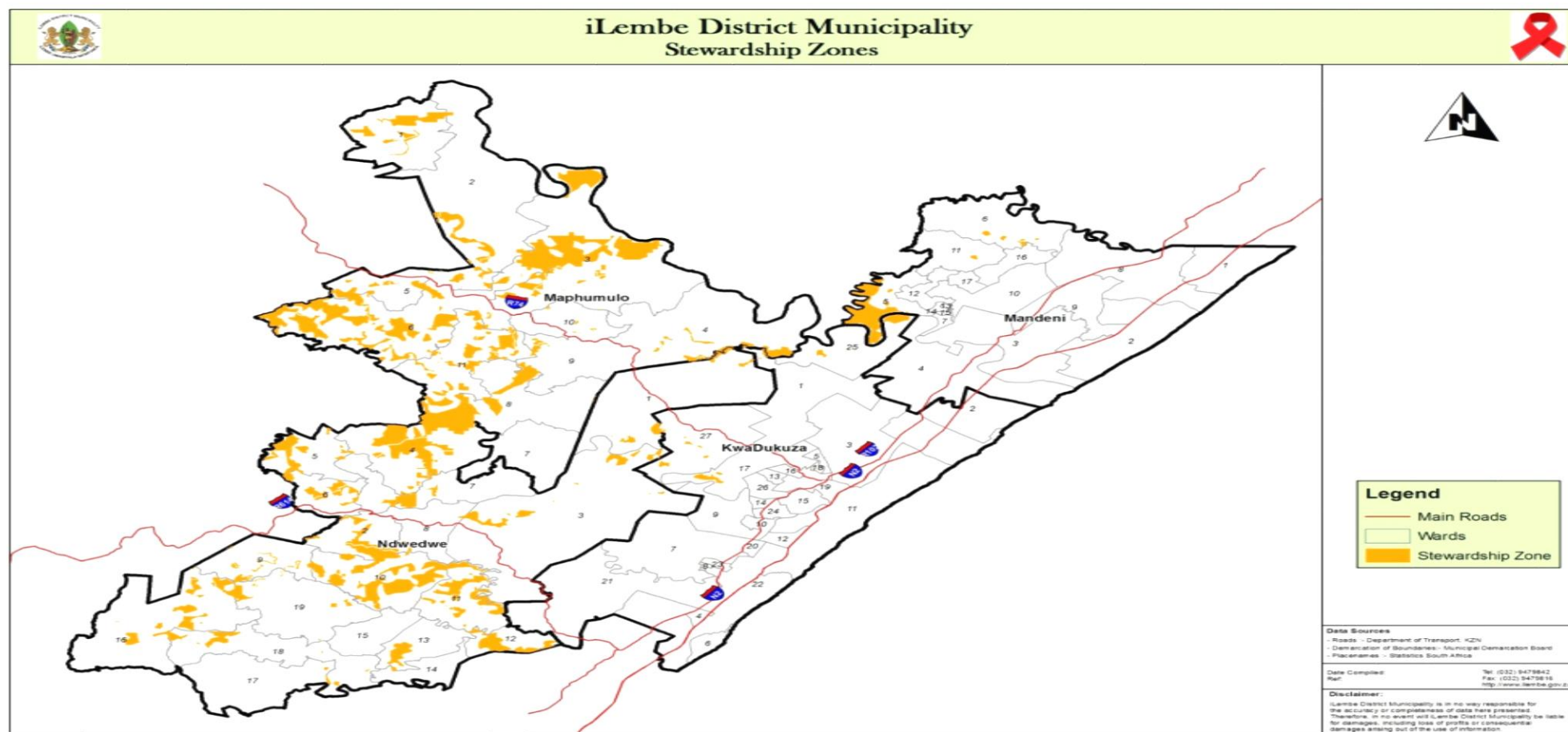
- Gudwini and Mdibini Caves
- Mlwandle Camp site
- Ozwathini Caves



MAP 8: A map showing Biodiversity Conservation Priority Areas within iLembe District Municipality (adapted from EMF: iLembe District Municipality, 2014).

(e) **Stewardship Zones**

The Environmental Management Framework has identified a number of areas within Municipality, which are having a conservation value (see the attached map in Figure 5 below). It is the intention of the Municipality to encourage for the management of such areas under the stewardship program. Such areas are located in different wards within the Municipality. A stewardship program can be defined as conservation of biodiversity, outside of the protected areas (nature reserves) particular on private and communal land. A program implemented by the Ezemvelo KZN Wildlife.



MAP 9: A map showing the Stewardship Zones within iLembe district Municipality (Adapted from EMF: iLembe District Municipality, 2014).

(f) Clearance of Invasive Plants

The **Conservation of Agriculture Resources Act (CARA), 1983 (Act 43 of 1983), Amendment 15 and 16** and **National Environmental Management: Biodiversity Act (NEM: BA) (Act 10 of 2004)** provide for the Management of alien invasive species within South Africa. Both the iLembe Integrated Regional Spatial Plan and Environmental Management Framework have identified the alien invasive species challenge and recommended that an alien invasive clearance program be developed to deal with alien species problem within the District including Ndwedwe Municipality.

Invasion of alien species is a challenge facing Ndwedwe Municipality. In the next financial year the Municipality will consult relevant Departments such as the Department of Agriculture and Environmental Affairs, with an intention of developing an alien clearance program regarding this challenge. In addition, it is important for the Municipality in future to have a budget (allocated under Parks and Gardens) as way of dealing with the challenge posed by invasive species within the Municipality.

(g) Human Activities and Biodiversity Management

The main threats to biodiversity currently facing Ndwedwe Municipality relate mainly to spatial planning, natural resource management and pollution. Such include, amongst others the following:

- In rural areas there is inadequate management of livestock numbers, inadequate management of the grazing resource (inappropriate burning, erosion control and control of alien invasive species) leading to a decline in the quality of the veld and the overall carrying capacity of the veld. Unmanaged, this is a downward spiral getting worse with each successive season.
- Management of inappropriate rural settlement impacting on natural resource and ecotourism opportunities is one of such biodiversity threats currently faced as for example, mountain plateau grassland.
- Settlement patterns in rural areas are a concern, especially where people obtain rights to settle from the Tribal Authority. Poorly planned settlements can permanently transform the rural landscape in areas where municipal services cannot be provided which leads to the fragmentation of the natural grassland resource.
- Ndwedwe has a low level of rural electrification networking. The local communities are still reliant on wood for heating and cooking, placing the natural resources under pressure from over-utilization.
- Lack of biodiversity information within tribal areas and the non-existence of formal conservation/ or protected areas have a negative impact on the management of biodiversity within Ndwedwe Local Municipality.

3.1.10. 2 Key Hydrological Features (water resource management)

Management of water resources should focus on conservation, protection and rehabilitation of water bodies such as wetlands, river systems and groundwater. The rehabilitation and conservation of these sensitive habitats will ultimately aid, and be strongly linked to ecosystem rehabilitation and maintenance, improvement of land capacity, and optimal groundwater recharge. Water resources which include river corridors with its tributaries and appropriate buffers for biodiversity connectivity need to be mapped and the sensitivity communicated to all tribal authorities and municipal departments.

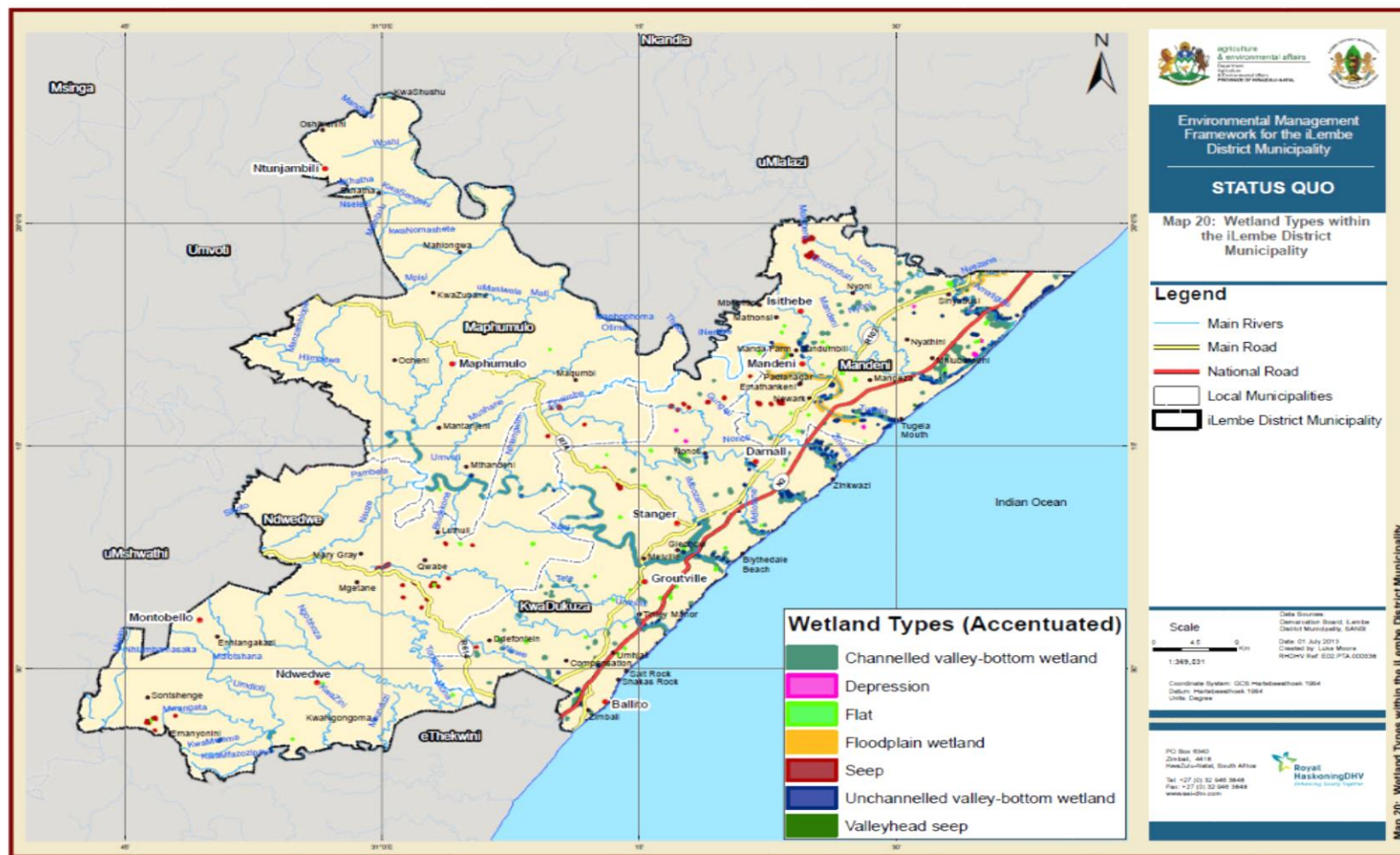
The Municipality is located within two Water Management Areas, which are Mvoti to Umzimkulu and Thukela. There are several rivers occurring with Ndwedwe Municipality and they include, amongst others, Mqeku, Mona, Nsuze Umdloti, Mdlotana, Tongati, and uMhlali River. Nsuze River is currently free flowing for over 100km and has been identified as a national flagship river. By definition, a free flowing river is a "long stretch of river that has not been dammed for any purpose. There are only 62 free-flowing rivers remaining in South Africa including Nsuze River.

Since Ndwedwe is more rural in terms of the types of livelihoods, and therefore the impacts on water resources, such as subsistence farming and development within and along flood lines, is prevalent. In addition, due to the fact that Ndwedwe municipality being largely outside of the scope the current bulk water infrastructural service lines, significant threats related to rural water use best practice is a major factor for concern. As a result, major rivers in Ndwedwe are moderately modified by such activities and some are still natural/ or unmodified. However, Umdloti and Tongati main rivers are of good and fair ecological. Although there is need to deal with impacts of sand mining.

The Municipality has got a free flowing river known as Nsuze River. This river is currently free flowing for over 100km and has been identified as a national flagship river. There are only 62 free-flowing rivers remaining in South Africa including Nsuze River. A free flowing river is a "long stretch of river that has not been dammed for any purpose.

(a) ***Wetlands and freshwater areas***

A wetland is a particular area that is always under water, either permanently or seasonally, hence there are different types of wetland systems. Wetlands are a vital competent of the water resources system of the catchments which occur at Ndwedwe and fulfill a vital role in the correct hydrological functioning of the drainage system. Approximately 103 wetlands systems occur within the Ndwedwe Municipality. The most common wetland types found within the Municipality are Channeled Valley-bottoms and their conditions are ranging poor to good (see figure 3 below).



MAP 10: A map showing the types of wetlands and their distribution within the iLembe District Municipality (Adapted from EMF: iLembe District Municipality, 2014).

3.1.10.3 WASTE MANAGEMENT

The term waste management refers to the generation, collection, transportation and disposal of solid waste, such residential, institutional, commercial, agricultural, and hazardous wastes with the intention to reduce their effect on health, environment and other impacts. There are several challenges faced by the municipality regarding waste management, namely:

- a) Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within Municipality.
- b) Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including preparation of the integrated waste management plan, designation of waste management officers, and development of Municipal by-laws intended to implement the act.
- c) Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.
- d) Lack of recycling initiatives.
- e) Issues of illegal dumping and the need for creating awareness.
- f) The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution.

Within the Municipality, the waste management function is currently under the technical services. There is an official acting as Waste Management Officer. However, the challenge is, the scope of work is too much for an individual person and more staff is required to perform the waste management function.

Part of the waste management is outsourced to Dolphin Coast and part is performed by the Municipality. The waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale. Most of the rural areas are currently not serviced by the Municipality. Therefore, there is a need to develop a strategy which will focus on the extension of the waste management service into other areas that are currently not serviced.

Illegal waste dumping is also another challenge facing the Municipality. It is the intention of the Municipality to identify all areas used as dumps and properly document such as areas including putting necessary signage. It is important also to develop a strategy to deal with the current dumping and prevent future illegal dumping. The **Youth Jobs in Waste Management** project should assist a great deal in this direction including developing a waste management information system.

3.1.10.4 MINING WITHIN THE NDWEDWE MUNICIPALITY

Sand mining is another main challenge within Ndwedwe Municipality which requires the attention of the Municipality, especially focusing on education and awareness and improving on enforcement of municipal bylaws and policies. There is a need for creating awareness on impacts of sand mining on lives and property (livestock) of the community, especially to key stakeholders such as the community and the traditional leadership. No sand mining application has been received by the Municipality. However, it has been noticed that the number of the sand mining operators is on the rise within the Municipality, indicating a need for attention. The few operators that were visited by the Municipal Officials have indicated that they received the permit from the traditional leadership. A letter, with tribal authority stamp, was indeed produced by the operator.

Several informal quarry mining sites do exist within the Municipality. However, most of the sites were either developed by the Department of Transport or by individual private companies not locally based and mining the quarry for other activities outside of the Municipality. It is important for the Municipality to document these sites in the future in order to introduce some control measures including rehabilitation and consultation with the Department of Minerals and Energy.

Unlike other Local Municipality, Ndwedwe Municipality does not have law enforcement unit which then present a challenge on dealing with illegal sand mining. It is important for the Municipality to seriously consider this issue of illegal sand mining.

3.1.10.5 CLIMATE CHANGE

The Municipality has acknowledged the need to develop a Municipal Climate Change Response Strategy in order to deal with the impacts of the climate change within its jurisdiction. The study will also cater for issues of vulnerability to impacts of climate change (**vulnerability assessment**) and to understand the main sources of greenhouse gases (**greenhouse gas inventory**).

The Municipality is current working on creating a disaster management unit, which will partly assist on the issues of climate change. The following table indicates initiatives currently underway within the Municipality.

NAME OF THE PROJECT	PROJECT DESCRIPTION	MUNICIPALITY
Establishment of Ndwedwe Buyback Centre	The proposal is for the establishing of a waste recycling centre which will be used to promote waste recycling within Ndwedwe Municipality	Ndwedwe Municipality
Vertically Integrated National Appropriate Mitigation Action (V-NAMA)	This program aims to promote energy efficiency by targeting industries; government buildings, residential and commercial sectors. Various public buildings have been identified to be considered for the program.	All Municipalities
Solar geysers	The District, in collaboration with National Department of Human Settlement is involved in the rollout of Solar geysers program within region.	
Rainwater harvesting	This program aims to encourage harvesting of rainwater through the installation of Jojo Tanks.	All Municipalities
ILembe Rural Domestic Biogas Project	The project entails the construction of biogas digester which will utilise organic waste from the livestock to be used as energy for cooking, lighting, heating water and other needs requiring electricity	Ndwedwe

Table 6: Climate Change Related Initiatives

3.1.10.6 TOWARDS THE GREEN ECONOMY

The Green Economy refers to a shift in the current nature of the economy towards a cleaner type of economy which includes greener industries and sectors which have a low impact on the natural resources. Green Economy has a potential to create green jobs, ensure real sustainable economic growth and prevent environmental pollution, global warming, resource depletion and environmental degradation. The key Sectors to drive green economy include, Agriculture, green buildings, greener transport including electric vehicles & bus rapid transit, green cities, forests, energy supply including grid-connected solar, thermal, and large wind power projects, energy efficiency including demand-side management, fisheries, water management, industry and manufacturing, tourism, waste management and Management of Natural Resources etc.

Currently there is no project within Municipality focusing on the green economy. It is important for the Municipality to identify areas of potential. The Municipality should also attempt to develop a capacity around the Green Economy. It is important to indicate that the Municipality is currently doing a feasibility study on waste recycling. The purpose of the project is to interrogate the feasibility of establishing a buy-back recycling centre within the Municipality including the promotion of the green

economy which in turn will promote a clean and environmental health area in line with integrated waste management plan of the Municipality. In addition the municipality will, through this project, be able to reduce the cost of municipal services through the promotion of recycling.

Furthermore it is necessary to build and capacitate tourism infrastructure/ products within the Municipality as several areas have been identified as having a potential. Similarly, ideas for viable cultural tourism activities and other tourism products (experiences, services or artefacts) must be explored by the Municipality. It is also necessary to initiate and maintain business development initiatives, support frameworks (via public private partnerships) and financial (capital) support for emergent business enterprises and this will benefit the green economy.

A need has also been identified for maintenance of some key historical/ cultural sites in order to secure their resource value. This should be regarded as an on-going aspect to ensure the preservation of artifacts and accessibility to them.

3.1.10.7 ENVIRONMENTAL SWOT ANALYSIS

ENVIRONMENTAL SWOT ANALYSIS	
STRENGTHS <ul style="list-style-type: none"> • Strategic plans for DM & LM. • Sector Plans for DM & LM. • Getting support from both Provincial and National Departments. • Established institution or 'body' that act as a broker for special projects. • Development of EMF for the management of environmental assets. • Development of Environmental Policies, national for guidance • Existing cooperative governance between spheres of government 	WEAKNESSES <ul style="list-style-type: none"> • Establishment of environmental management section/ unit. • Understanding of importance of managing environmental assets. • Lack of environmental policies and bylaws • Inadequate planning to meet Provincial Targets. • Lack of environmental personnel. • Inadequate financial resources to address spatial planning requirements (PDA) and environmental matters. • Lack of available data on Environmental assets of the District • Limited broadband • Fragmented spatial planning • Extreme discrepancies in spatial development
OPPORTUNITIES <ul style="list-style-type: none"> • DM Located between 2 South Africa's biggest ports • New opportunities created by Dube Trade Port • Single Geo-database for the district • Increase the number of protected areas • District has lot of site of conservation value • To promote sound intergovernmental relations • Existing tourism, agriculture, manufacturing and retail opportunities 	THREATS <ul style="list-style-type: none"> • Climate change • Loss of biodiversity. • Environmental degradation. • Loss of site of Conservation value • Loss of natural grassland. • Large spread poverty • Loss of estuarine and riverine vegetation.

Table 7: Environmental SWOT Analysis

The Biodiversity Act (Act 10 of 2004) provides for listing threatened or protected ecosystems, in one of four categories: critically endangered (CR), endangered (EN), and vulnerable (VU) or protected. Furthermore six criteria were developed for identifying threatened terrestrial ecosystems. Of these six criteria, four (A, C, D and F) were used and the remaining two (B and E) are dormant owing to lack of data. Two of the criteria (A and D) were split into sub-criteria. The six criteria for threatened terrestrial ecosystems are:

- Criterion A1: Irreversible loss of natural habitat
- Criterion A2: Ecosystem degradation and loss of integrity
- Criterion B: Rate of loss of natural habitat
- Criterion C: Limited extent and imminent threat
- Criterion D1: Threatened plant species associations
- Criterion D2: Threatened animal species associations
- Criterion E: Habitat Fragmentation
- Criterion F: Priority areas for meeting explicit biodiversity targets as defined in a systematic biodiversity plan

The largest part of the municipality, especially the central parts, east of Ndwedwe, is classified as vulnerable. The areas classified as critical, is situated on the western boundary, around Emnamane. The areas to the southwest of Ndwedwe are also classified as critical and include the tribal areas of Ngongoma-Mavela, Qwabe and Qadi. A number of areas classified as critical is also situated within the eastern part of the municipality in the high potential agricultural areas. The areas not classified have been transformed in totality. The significance of these classifications is that more strenuous management measures needs to be implemented. This does not mean that no development may take place, but needs to be managed to minimize the negative impacts on the environment.

3.1.11 Cross-Cutting Trends & Analysis

3.1.12 Cross-Cutting: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Strategic plans for DM & LM. • Sector Plans for DM & LM. • Getting support from both Provincial and National Departments. • Established institution or 'body' that act as a broker for special projects. • Development of EMF for the management of environmental assets. • Development of Environmental Policies, national for guidance. • Existing cooperative governance between spheres of government. 	<p>Opportunities</p> <ul style="list-style-type: none"> • DM Located between 2 South Africa's biggest ports. • New opportunities created by Dube Trade Port. • Single Geo-database for the district. • Increase the number of protected areas. • District has lot of site of conservation value. • To promote sound intergovernmental relations. • Existing tourism, agriculture, manufacturing and retail opportunities.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Establishment of environmental management section/ unit. • Understanding of importance of managing environmental assets. • Lack of environmental policies and bylaws Inadequate planning to meet Provincial Targets. • Lack of environmental personnel. • Inadequate financial resources to address spatial planning requirements (PDA) and environmental matters. • Lack of available data on Environmental assets of the 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of Staff retention. • Climate change. • Loss of biodiversity. • Environmental degradation. • Loss of site of Conservation value. • Loss of natural grassland. • Large spread poverty. • Loss of estuarine and riverine vegetation.

District. • Limited broadband. • Fragmented spatial planning. • Extreme discrepancies in spatial development.	
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Table 8: Cross-cutting SWOT Analysis

3.1.13 Disaster Management

3.1.13.1 Introduction

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. Ndwedwe Municipality, as an area that is prone to various natural hazards, has complied with these legislative requirements through the development and implementation of its disaster risk management plan.

3.1.13.2 Legislative Framework

In addition to the Municipal Systems Act 32 of 2000 and the Disaster Management Act 57 of 2000, the Constitution of the Republic of South Africa (Act 108 of 1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. Therefore, the primary responsibility for disaster risk management in South Africa rests with Government.

The Disaster Management Act, 57 of 2002 requires that:

- Each District Municipality / Metro establishes a policy framework for disaster management in consultation with the local municipalities, which is consistent with national frameworks;
- Each District Municipality must establish a disaster management centre; and
- Each Local Municipality must prepare and implement a disaster management plan.

The Act defines a disaster as a progressive or sudden, widespread or localized, natural or human – caused occurrence which:

a)	causes or threatens to cause:	
	i)	death, injury or disease
	ii)	damage to property, infrastructure or the environment; or
	iii)	disruption of the life of the community; and
b)	is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.	

As per Section 26 of the Municipal Systems Act 32 of 2000 and sections 52 and 53 of the Disaster Management Act 57 of 2002, Ndwedwe Local Municipality has reviewed its disaster management plan as an integrated part of the Integrated Development Plan. The plan establishes the arrangements for disaster risk management within Ndwedwe Local Municipality. The purpose of the NLM DRMP is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing threats in the NLM. It also provides the broad framework within which the disaster risk management planning requirements of the Act will be implemented by the departments and other entities included in the organizational structure of the NLM. It establishes the operational procedures

for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area.

Based on the National Disaster Policy, the DRMP seeks to:

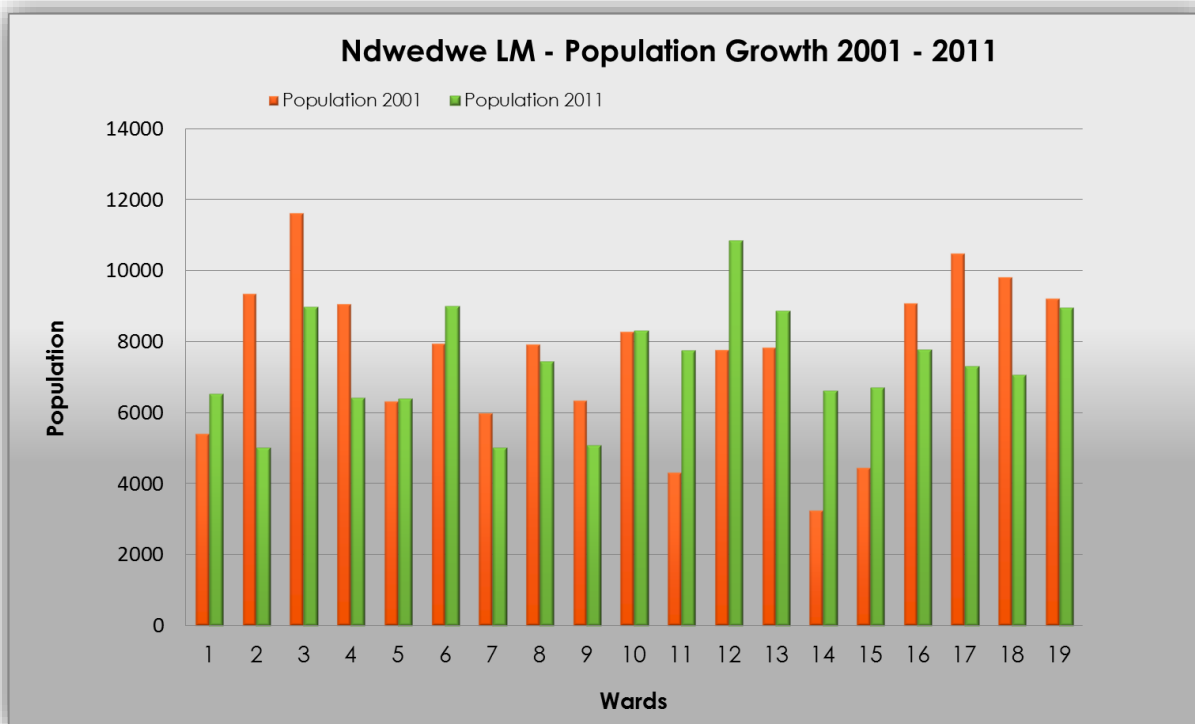
- Provide for an integrated and coordinated disaster management framework that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective responses to disasters and post-disaster recovery;
- Provide for the establishment of local disaster management advisory forum and technical task teams;
- Provide for the framework for the mobilization of stakeholders and community members during disaster outbreaks;
- Provide for the framework for medium and long-term development programmes aimed at preventing natural disasters; and
- Provide for the framework for regulating and managing working conditions for employees participating in the management of disaster outbreaks.

3.2 DEMOGRAPHIC CHARACTERISTICS

3.2.1 Population

Ndwedwe Local authority has a total population of approximately 140 820 according to the 2011 Population Census compared to the 144 615 in 2001. The graph below depicts the population distribution between the wards.

Graph 1: Population Distribution per Ward Reflect if applicable and/ or relevant.



Source: Stats SA, 2001/2011

From the above graph the following is derived. The highest numbers of residents are settled in the following wards:

Ward 3: This ward consists of a very large area, situated on the eastern side of the municipality. Despite the high number of population, the wards due to its size have very low population density.

Ward 6: This ward which is relatively small contains the node of Bhamshela and therefore has a higher population density in comparison to other wards.

Ward 10: Situated to the north east of Ndwedwe Town, this ward is relatively large, and does not have relatively high population densities (in comparison to other wards).

Ward 12: This ward is one of the smallest wards in the Municipality, but has the highest population figure, and therefore also has the highest population density. This grouping of people is situated on the southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality.

Ward 13: Situated adjacent ward 12, and along the P100 connecting Verulam to Ndwedwe. These densities are expected due to the accessibility of this area and its proximity to economic activities in the adjacent municipality.

Ward 19: the ward is relatively large, and has an average population density. The population is spread out evenly throughout this ward due to the topography which does not allow large concentrations of households.

Ndwedwe Local authority has a total population of approximately 140 820 according to the 2011 Population Census compared to the 144 615 in 2001.

The lowest numbers of population are found in wards 2, 7, and 9 and can be ascribed to the extreme topographical features which does not allow for habitation of these areas. When comparing the population figures of 2001 to that of 2011 of the various wards, it can be seen that internal migration occurred to settle near the economic active areas around Bhamshela in the north, and Mthembeni in the south on the eThekweni Boundary. Utilising these 2001 and 2011 figures a growth rate was determined to project estimated future populations. In general it seems an outward migration also took place as the municipality show a negative growth rate of -0.27 over a period of 10 years. The following table was developed which depicts the estimated population figures over the 5 year period of the 2012 to 2017 IDP cycle.

The population densities were measured for the specific settlements, and not on a municipal or ward level. The densities range from 0.5 HH/ha to 4 HH/ha. Although lower density communities/settlements are situated all over the municipal area, a number of settlements have been highlighted which has densities of 4 HH/ha.

The following five areas of higher density have been identified.

- Mthembeni
 - Situated on the Southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality. This area is accessed via Vincent Dickenson Road, which is also the main access road from eThekweni to Ndwedwe Town. Although no large settlement is situated on the opposite side of the municipal boundary within eThekweni, this area is situated closest to economic activities within eThekweni, and densities are formed due to the desire to be in close proximity to such economic opportunities.
- Bhamshela:
 - Situated on the northern boundary shared with the uMshwati Local Municipality in the Gcwensa Traditional Authority Area. This community is situated along the R514 which is a direct connection to the R102, Tongaat and the N2. There is also a very large

community situated within the uMshwati Municipality on the opposite side of the municipal boundary.

- Montebello:
 - Situated on the northern boundary shared with the uMshwati Local Municipality situated in the Nyuswa Nodwengu Traditional Area. This community is situated around the Hospital and along the P102 road. Ultimately this road connects to the R614 and the node is therefore connected to Bhamshela, as well as Noordbrug. There are no settlements on the opposite side of the municipal boundary.
- Noordbrug / Ozwathini
 - This community is situated along the P714, and forms part of the larger community situated within the uMshwathi Municipality, and Montebello.
- Ndwedwe Town & Surrounds.
 - The town is the only area in the municipality offering commercial activities, and a small grouping of population (in comparison to the other dense areas) is situated around the town.

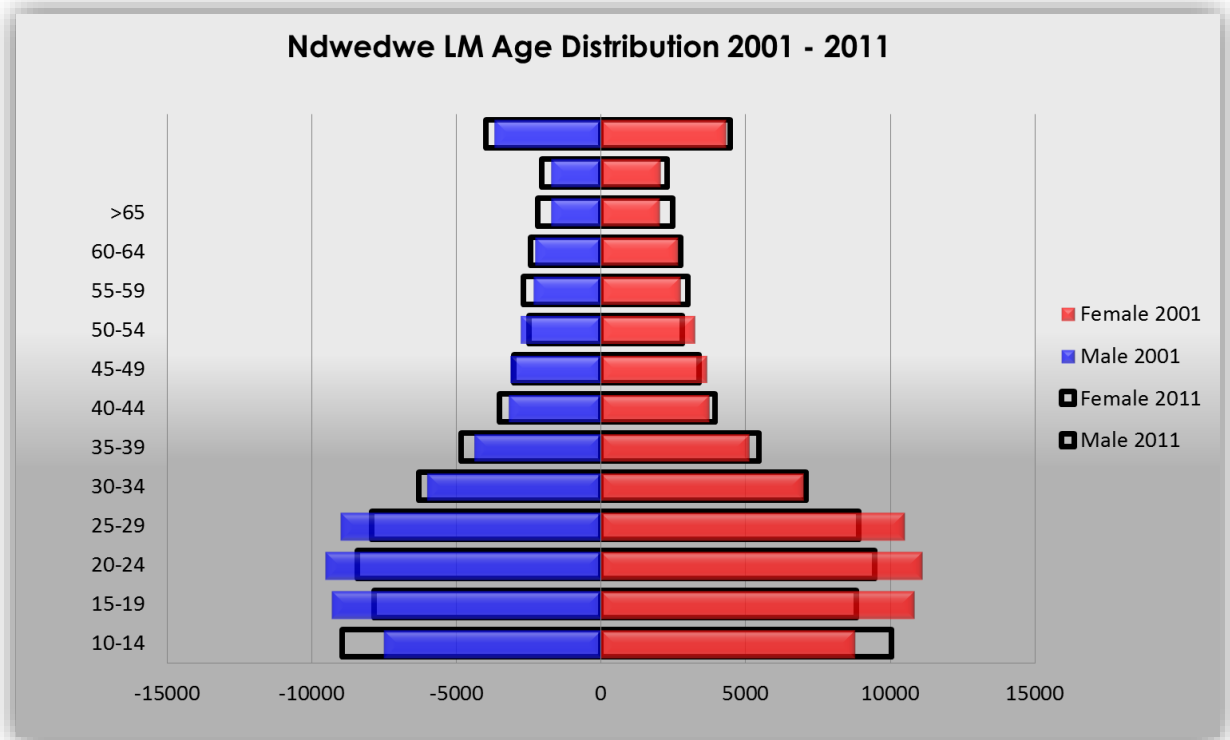
These high areas are situated along major movement routes.

3.2.2 Age and Gender Distribution

The demographic pyramid is illustrated by the graph below and evidently the current population of working age is greater than the school going and retired age groups. A large portion of the population is therefore providing for a small portion of the population. Depending on the birth rates during the following years, this pattern should stay very similar in the years to come. Another clearly noticeable trend is the substantially lower amount of men in the municipality. It is suspected that the pattern of male migrant workers, seeking work in larger urban areas and women tending to households needs and practicing subsistence farming.

This graph gives insight into the dependency ratio of the municipality. Dependency ratio indicates how many people are dependent on one income. Only taking into account the population figures of population of Working age (20 to 64) the municipality has a dependency ratio of 1.3, which means that each economic active person is responsible for 1.3 other people. Taking unemployment of 66.3% into consideration, the dependency ratio climbs to 5.7. Reflect if applicable and/ or relevant.

Graph 1: Population Age Distribution



Source: Stats SA, 2001/2011

3.2.2 Key Findings (including Trends)

- Population in Ndwedwe has experienced a negative growth of -0.27% between 2001 and 2011;
- By 2011, majority (56.9%) of the population in Ndwedwe was between the ages of 15-64 years, which in essence is a growth as it was 55% in 2001;
- The working age population (aged 15-64) dominated the population of Ndwedwe between 2001 and 2011;
- The dependency ratio per 100(15-64) declined from 81.8% to 75.7% in 2001 and 2011 respectively; and
- There were 89 males in every 100 females in 2011.

3.3 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT ANALYSIS

3.3.1 Municipal Transformation

3.3.2 Organisational Development

3.3.2.1 Institutional Arrangement

3.3.2.1 Powers and Functions

In its preparation of the IDP, the Municipality considered the powers and functions assigned to it in terms of the legislation. In addition to listing the municipal powers and functions, this section indicates which functions are currently performed; whether the municipality has capacity to perform those functions, and actions needed where there is lack of capacity to perform certain functions:

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
			Yes	No	yes	No			
ECONOMIC DEVELOPMENT AND PLANNING AND COMMUNITY SERVICES (EDP & CS)	1.	Building Regulations	-	X	-	X	-	No alternative measures in place currently.	With the town development project and some housing projects starting to unfold, the municipality will, during 2010-2011 financial year, build capacity by establishing the Building Control Unit that will consist of professionals such as Building Controllers, Building Inspectors, and Plan Examiners.
	2.	Municipal Planning	X	-	X	-	Limited capacity to perform all planning functions, in particular, forward planning. There is currently one municipal planner.	-	To restructure the institution and tap into the internal staff relevant to planning functions. Also, the Planning Shared Services will assist in this regard
	3	Local Tourism	X	-	X	-	Limited capacity to drive tourism development and market it aggressively.	-	<i>The municipality is currently dependent on the Tourism Graduate Development Programme of the Department of Economic Development and Tourism to implement its tourism sector plan.</i>

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
	4.	Trading Regulations	-	X	-	X	There are underutilised personnel within the institution that can best perform this function.	Case-by-case regulation. No trading regulations in place.	<i>With the town development project starting to unfold, the municipality will, during 2014-2015 financial year, develop trading bye- laws.</i>
	5.	Billboards and the display of advertisements in public places.	-	X	-	X	There are underutilised personnel within the institution that can be trained to perform this function.	Case-by-case regulation. No signage controls in place.	<i>With the town development project starting to unfold, the municipality will, during 2014-2015 financial year, develop signage by-laws and tap into the underutilised personnel by training them into becoming Signage Control Officers.</i>
	6.	Licensing and control of undertakings that sell food to the public	-	X	-	x	There are underutilised personnel within the institution that can be trained to perform this function.	No alternative measures in place currently.	The idea of employing the Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional, or due to an unexpected demand or pressure.
	7.	Local amenities	X	-	-	X	→	The function is being performed to a limited extent due to human and financial capacity constraints.	The Town Development Project and other projects cater for this function.
	8.	Markets	X	-	X	-	→	The function is being performed to a limited extent due to human and financial capacity constraints	The Town Development Project and other projects cater for this function.
	9.	Child Care Facilities	-	X	X	-	-	This is currently a community initiative.	<i>The Municipality has a partnership with Devine Life Society of South Africa to build early childhood development centres throughout the municipal area.</i>

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
	10.	Cemeteries, Funeral Parlours and Crematoria	-	X	-	X	-	The communities follow the traditional burial systems.	<i>The municipality is currently considering raising funds for this function.</i>
	11.	Cleansing	X	-	X	-	→	The function is being performed to a limited extent due to human and financial capacity constraints.	
	12.	Control of public nuisance	X	-	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent.	No action required as there is no pressing demand.
	13.	Control of undertakings that sell liquor to the public	-	X	-	X	-	Case-by-case intervention.	<i>No action required as there is no pressing demand.</i>
	14.	Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used.	No action required as there is no pressing demand.
	15.	Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand.
	16.	Municipal abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand.

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
	17.	Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand.
	18.	Pounds	-	X		X	-	-	No action required as there is no pressing demand.
TECHNICAL & INFRASTRUCTURAL SERVICES	19.	Storm water	X	-	-	X		Performed through outsourcing.	<i>Two graders have been purchased and will assist in performing this function.</i>
	20.	Local sports facilities	X	-	X	-	Limited capacity due to financial constraints.	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
	21.	Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM.	There is no planned action to perform this function in the near future.
	22.	Municipal roads	X	-	X	-	Limited capacity due to human and financial constraints.	Performed through outsourcing.	<i>Two graders have been purchased and will assist in performing this function.</i>

Responsible Directorate	No. of functions	Function	Function currently performed		Municipal Capacity To Perform the Function		Levels of capacity	Temporal/alternative measure (function not performed &/or no capacity)	Municipal Action
	23.	Municipal parks and recreation	-	X	-	X	-	Communities use their means.	The Town Development Project caters for this function.
	24.	Fire Fighting	-	X	-	X	-	Ilembe District Municipality performs this function. The eThekweni Municipality provides assistance, where necessary.	<i>The disaster management plan identifies the significance of this function especially when the commercial centres planned for Ndwedwe Town and Bhamshela become operational.</i>
	25.	Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function.
	26.	Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	No action required as there is no pressing demand.

Table 9: Powers and Functions

3.3.2.1 Organogram

The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives 99% of the vacant posts have been filled. It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives. From 2007/2008 – 2012/2013 financial years, the municipality undertook to fill the following posts which are critical for the successful implementation of its IDP:

Director Economic Development and Planning: this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent. These responsibilities include Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development, and Housing Sector Plan. Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as Nhlankazi tourism project and KwaLoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuliseni Project); the municipality is currently building agri-processing mini-factories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.

Director Financial Services (CFO): this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions. Issues regarding the raising of revenue are being attended to. E.g. the municipality is currently developing Tariffs that would enable it to get revenue from the utilization of municipal halls, market stalls, etc. In the execution of financial duties, the CFO is assisted by the **Manager Accountant**.

IDP Officer: The municipality has a dedicated In-house Official responsible for preparation, review, and monitoring of its IDP. This responsibility is important because the municipality is able to plan holistically to ensure that a number of community needs are met. Further, the Municipality is able to own its IDP because of this undertaking to ensure that the IDP continually remain relevant to its environment and the changing needs.

Area Manager Thusong Centre (Bhamshela & Sonkombo Areas): the municipality is now in a position to ensure that there is integrated service delivery by government departments. This will not only ensure integrated service delivery, but also a holistic development of Bhamshela as an important node within the municipality, hence the importance of this post in the Organogram.

Manager Communications: Currently, the organogram has a **Communications Officer**: It is proposed that a new Communications & Special Projects Manager Post be created taking into

account the challenges that the municipality has faced in terms of properly communicating its service delivery successes. It is important that the municipality is able to communicate with the internal and external world to ensure great accountability and transparency in the affairs of the municipality. Good governance dictates that citizens are informed and consulted of various activities within the municipality. Since the filling of this post, the municipality has made significant impact in terms of the improvement of municipality-stakeholder relations, and municipal branding and marketing. The adopted Communication Strategy is providing guidance in terms of the functions for this post.

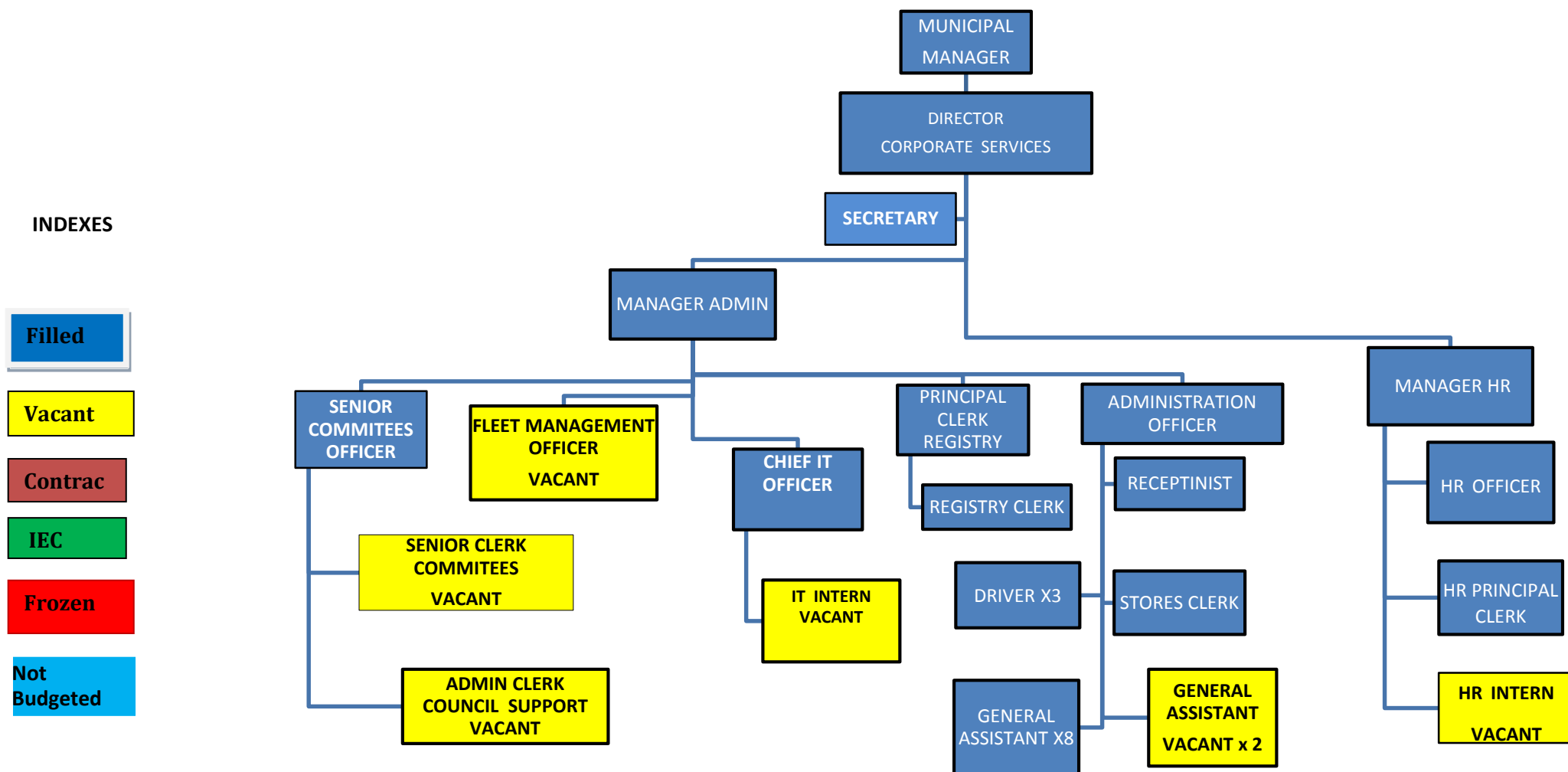
Manager Human Resources: the incumbent is responsible for Institutional and organization development and is assisting the **Director Corporate Services**. The HR Unit has facilitated the development of human resources tools such as Skills Plan and other tools. All these tools are important for the successful implementation of the IDP.

Manager PMS: The post is currently vacant whilst the disciplinary hearing of the incumbent is underway. The incumbent responsibility is to ensure that there is functional performance Management System in the Municipality. The incumbent is responsible for preparation of PMS Framework, Development of SDBIP, Preparation of Quarterly Reports and Preparation of Annual Report.

Director Technical Services: the municipality has filled this post since it is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

Municipal Manager: this post was filled in 2011 but there is an Acting Municipal Manager as the disciplinary hearing of the incumbent is currently under way. This post is critical for the functioning of the whole institution and the achievement of the strategic objectives of the Municipality.

DRAFT ORGANOGRAM -2014/2015



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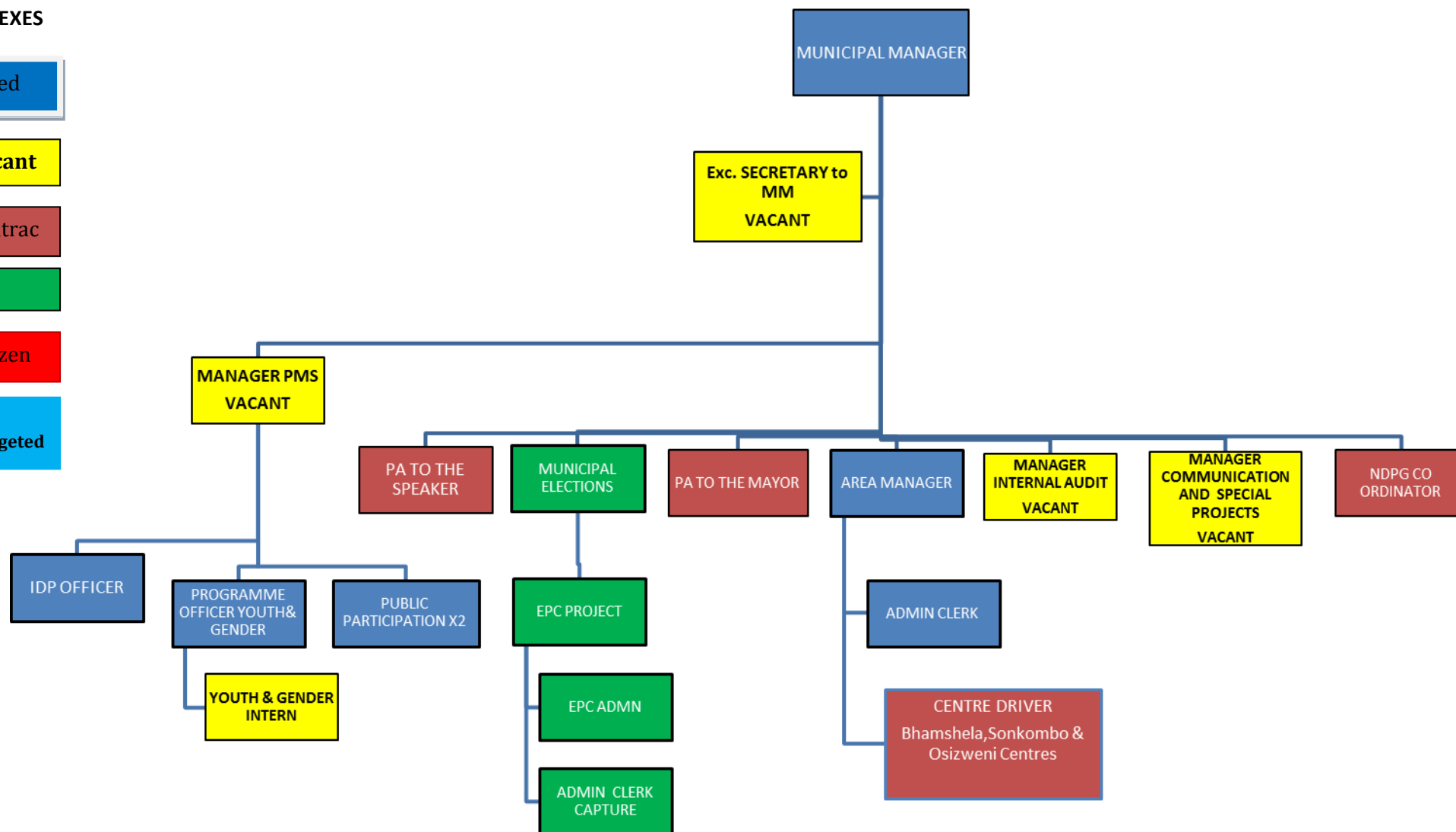
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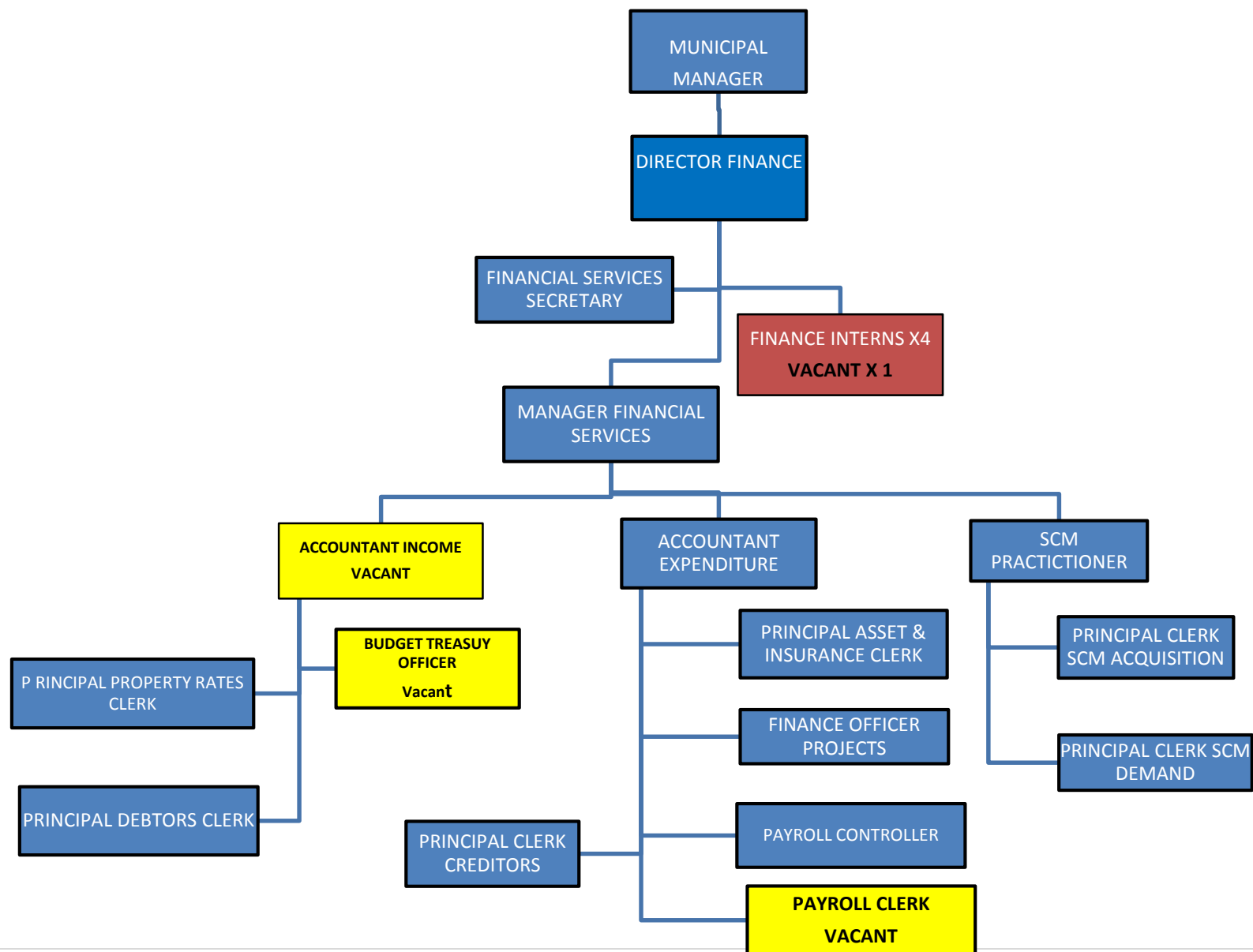
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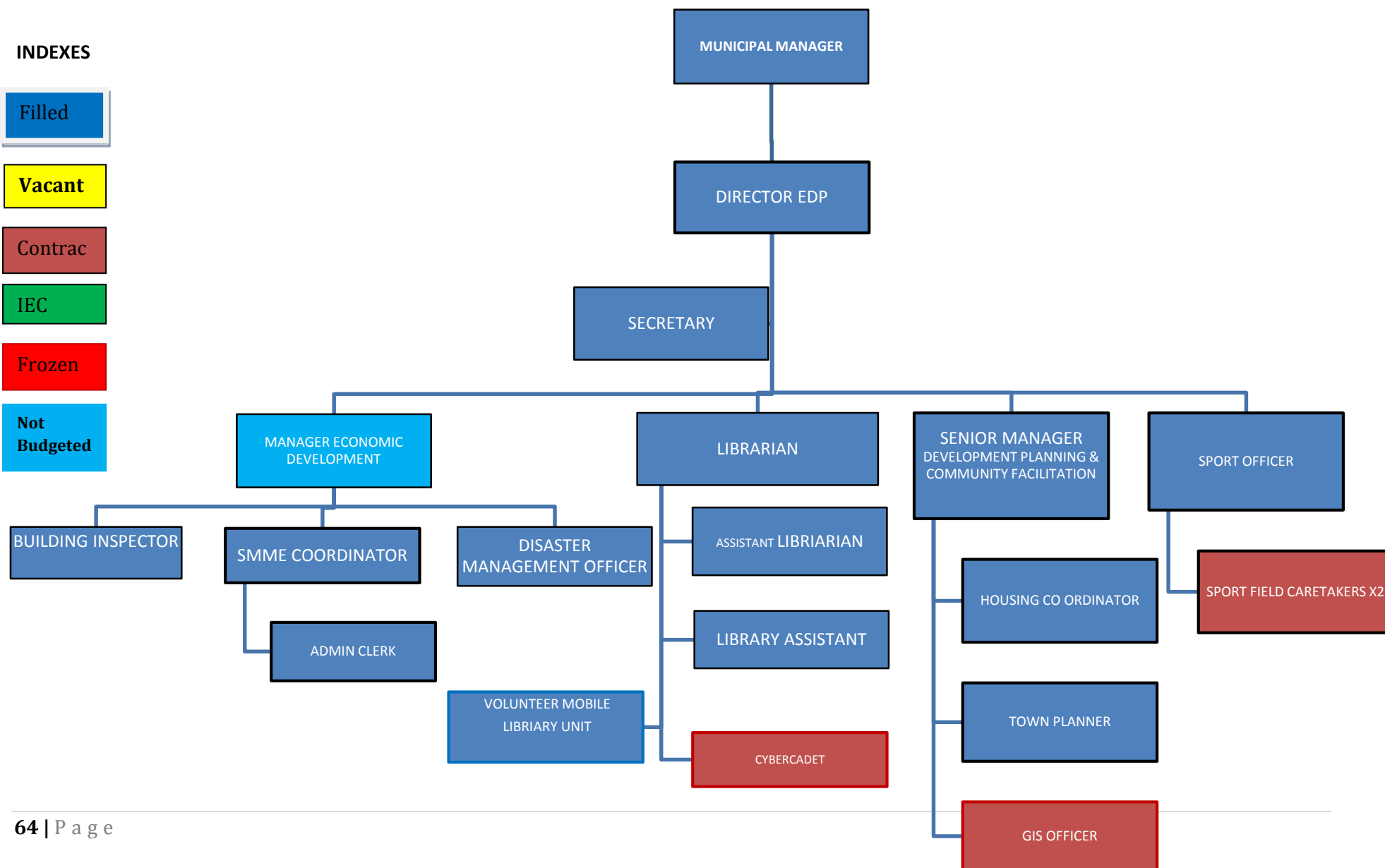
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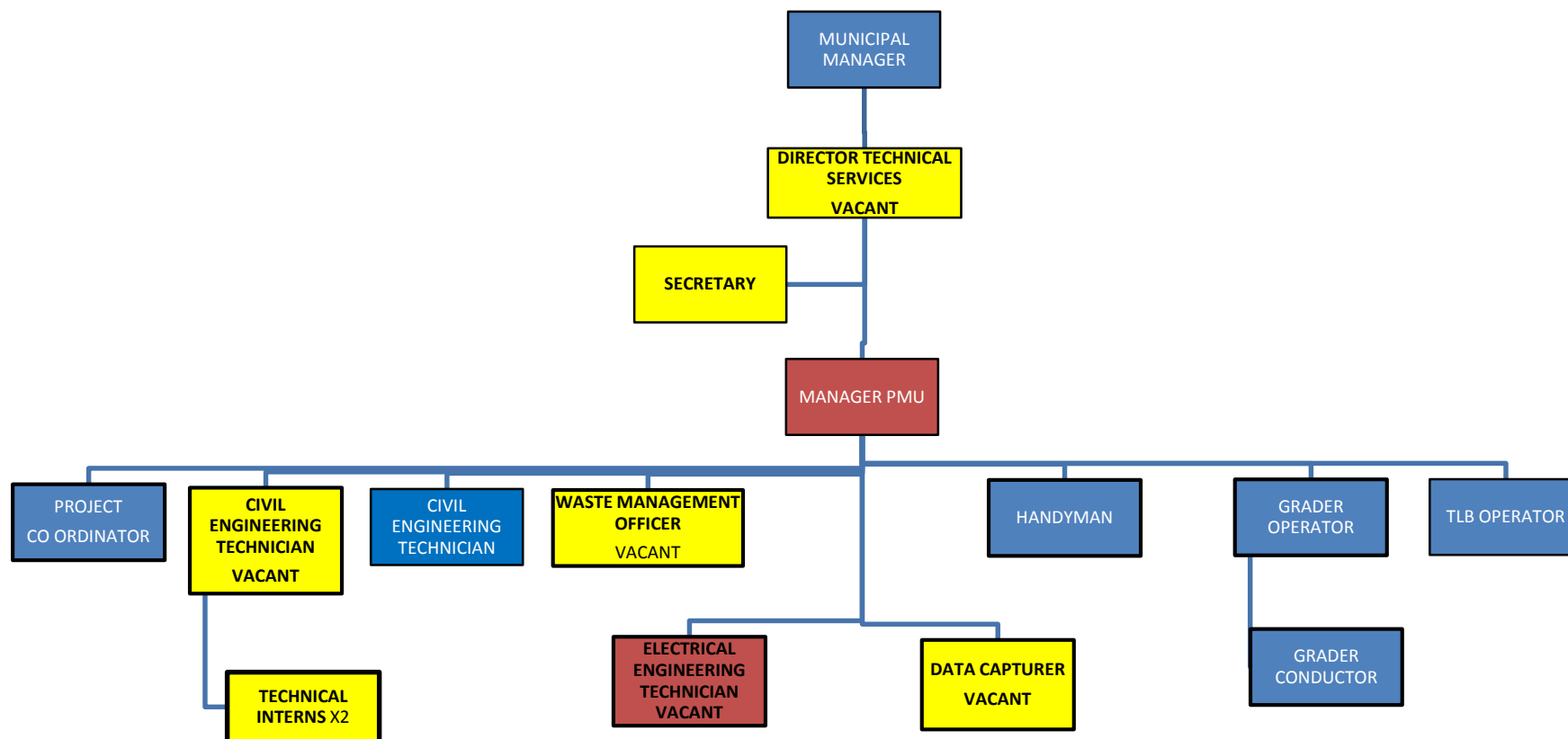
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3.3.2.2 Human Resource Development

The Municipality has a Human Resources Policy and Procedure Manual which provides a framework of rules and regulations, which are essential for the well-being of the employees and the successful achievements of the organisation's objectives, is contained in the IDP. The HR Manual ensures that the rights of individual employees are upheld and the objectives of the organisation are achieved. It contains tools such as the Recruitment, Selection, Appointment, Staff Retention, Orientation and Induction Policy and Procedures; Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Smoking Policy; Termination of Employment Policy and Procedure. There are other policies that have been adopted.

3.3.2.3 Employment Equity Plan

The municipality has the Employment Equity Plan in place. Its objectives are as follows:

- Eliminate unfair discrimination in employment policies, practices and procedures of the municipality;
- Ensure the implementation of employment equity to redress the effects of discrimination;
- Achieve a diverse workplace which broadly represents the people of Ndwedwe;
- Promote economic development and efficiency in the workplace and give effect to the obligation of the Republic as a member of the International Labour Organization (ILO);
- To identify all barriers, which prevent or hinder in any way the advancement of the designated groups;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To make a special efforts to accommodate the people with disabilities, where possible;
- To respect the privacy of each individual and ensure that sexual harassment is not tolerated in any form whatsoever; and-
- To respect diversity and, at the same time, encourage teamwork, shared values, mutual acceptance and social interaction.

The Plan indicates the demographic representativity in respect of race, gender, disability, etc. While the municipality has made a significant impact in terms of gender representativity at non-managerial levels, there is still a great need to improve this at managerial level by employing more women. Currently, there are only two women (i.e. Municipal Manager and Manager Communications) at the managerial level. In future appointments, the municipality intends to employ more women in senior positions. Furthermore, the Municipality is addressing the issue of employing disabled people at both managerial and operational levels. The current workforce is African; however, it is hoped that a more racially balanced workforce would be established in future.

3.3.2.4 Training and Development

A Workplace Skills Plan has been submitted to SETA. The Training and development needs of all employees have been considered.

3.3.2.5 Organisation Performance Management Systems (OPMS)

Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

In line with the said legal requirement, this framework should be seen as a policy document that sets out:

- The requirements that the Ndwedwe Municipality's OPMS will need to fulfill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the Municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and-
- A plan for the implementation of the system.

Ndwedwe Municipality has completed its PMS framework and scorecards. There is now a need to conduct constant evaluation and monitoring of performance. The municipality has established its **Performance Audit Committee** to ensure that it delivers on its targets.

3.3.2.6 Annual Report

The Annual Report [(for the year ended 30 June 2013) covers, *inter alia*, the performance report, the reports of municipal directorates, financial information, and Auditor-General (AG) Report. In terms of the AG report, the Municipality has received the unqualified report with areas of emphasis. The management committee has developed Audit Matrices which will indicate how the municipality intends to respond to the reports from the AGs office Internal Audit, Audit and Performance Committee, COGTA, Strategic Planning Resolutions, and the Risk Register.

3.3.2.7 Audit Committee

The municipality is in the process of appointing new members of the Audit and Performance Committee since the three-year contracts of current members have expired and they are serving on the basis of a month-to-month contracts. The new audit charter and workplans for the new committee will have to be developed, signed and approved by Council. The current committee is fully functional and this Committee is responsible for both finance and performance auditing. It has played a significant role in improving the municipal financial management and performance reporting.

3.3.2.8 Adopted Policies/ Procedures

In order ensure that the municipality functions to a standard that is expected for greater service delivery, it has adopted the following policies:

- a) Employment Policy
- b) Recruitment, selection, appointment and probation
- c) Working days and hours of work
- d) Staff Retention Strategy
- e) Leave policy

- f) Employment Assistance Programme
- g) Benefits and Allowances
- h) Salary Increments and Allowances
- i) Incapacity code and procedures
- j) Grievance Procedure
- k) Disciplinary procedures
- l) Employment Equity
- m) Skills Development
- n) Asset Management policy
- o) Fixed Asset Management policy
- p) Petty Cash procedure
- q) Indigent Support policy
- r) Creditor Payment procedure
- s) Risk Assessment
- t) Revenue Enhancement Strategy
- u) Burial Policy
- v) Cell phone Policy
- w) Records Management Policy
- x) Bereavement Policy

Additional policies will be developed during the course of the financial year.

3.3.3 Municipal Transformation & Organisational Development: SWOT Analysis

Strengths <ul style="list-style-type: none"> • Access to LGSETA grants • Implementation of WSP • Effective and Efficient Policies • Willingness of Employees to be Capacitated • Functional Internship Programme 	Opportunities <ul style="list-style-type: none"> • Qualified & well trained employees • Personal development plans for ease of reference/tracking • Improved management of human resources
Weaknesses <ul style="list-style-type: none"> • A structure that may not be appropriately linked to strategy • Absence of higher learning institutions • Lack of succession planning, recognition and incentives • Inadequate management of human resources • Lack of implementation of Retention Strategy 	Threats <ul style="list-style-type: none"> • Lack of Staff retention

Table 10: Municipal Transformation SWOT Analysis

3.4 BASIC SERVICE DELIVERY ANALYSIS

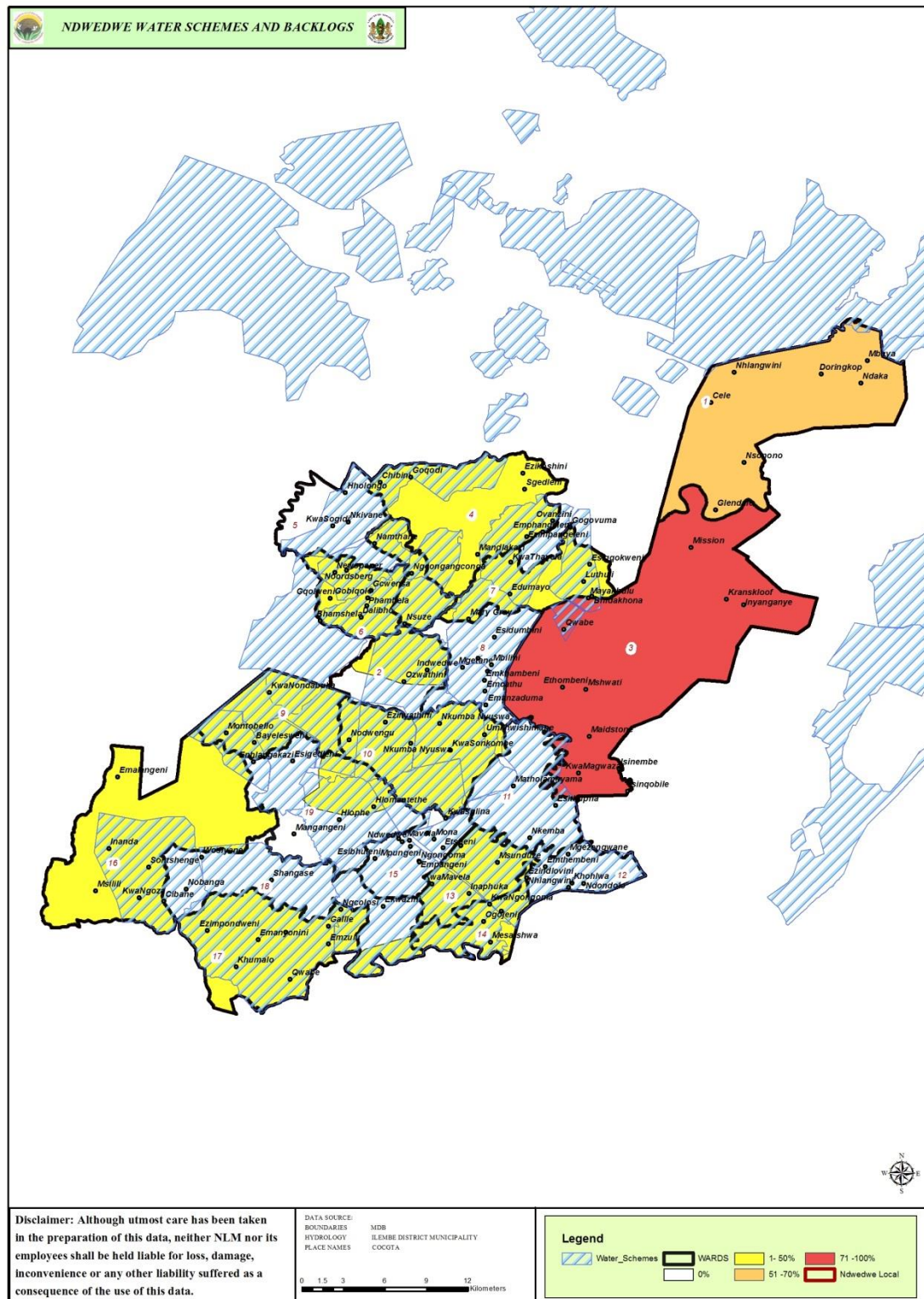
3.4.1 Water Services

The water backlog within Ndwedwe Local Municipality is high with an estimated 7,298 HH not having access to water. Inroads have been made with the provision of water infrastructure and these backlogs are addressed systematically. The image below depicts the locality of existing water schemes, as well as the % of water backlogs within certain areas.

According to the Ndwedwe IDP, it is estimated that 66% of the households in the area are still without potable water, as a result of poor maintenance or the water source itself being depleted. Water is thus a critical need. This is confirmed by the Statistical Information from the 2011 Census data (please see attached overleaf for Map 6: Water Scheme and Backlogs).

Despite the fact that the provision of water has increased, which is a good indication of projects and initiatives taken since 2001, there are still wards with critical low levels of water provision, of below 5% such as ward 17. Considering the District Municipality as the water Services Authority, the following projects were identified in the ILembe DM IDP for Ndwedwe:

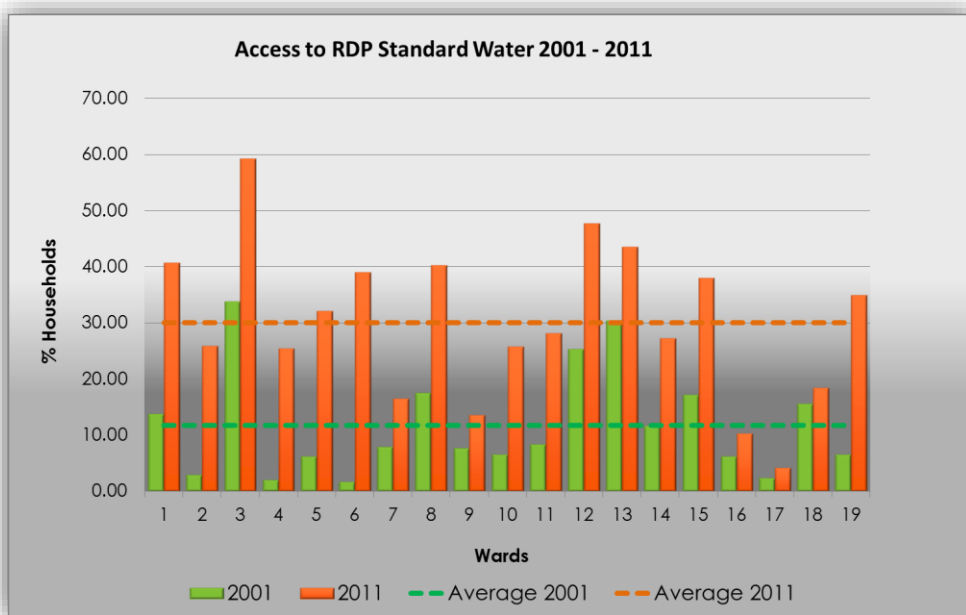
- Ozwathini Mathulini Water Supply (Ndwedwe) 5
- Luthuli Water Supply Phase 2 (Ndwedwe) 6
- Ozwathini Gcwensa / Mlamula Water Supply (Ndwedwe) 7
- Ozwathini Gcwensa / Nodwengu Water Supply (Ndwedwe)
- Ozwathini Regional Water Supply (Ndwedwe) 22
- Refurbishment of Pumps & Pipeline (Ndwedwe)
- Upgrade Ndwedwe Water Infrastructure (Sonkombo)



WATER SCHEMES AND BACKLOGS MAP 2014

MAP 11: Water Scheme and Backlogs

Graph 3: Access to RDP Standards Water



Source: Stats SA, 2001/2011

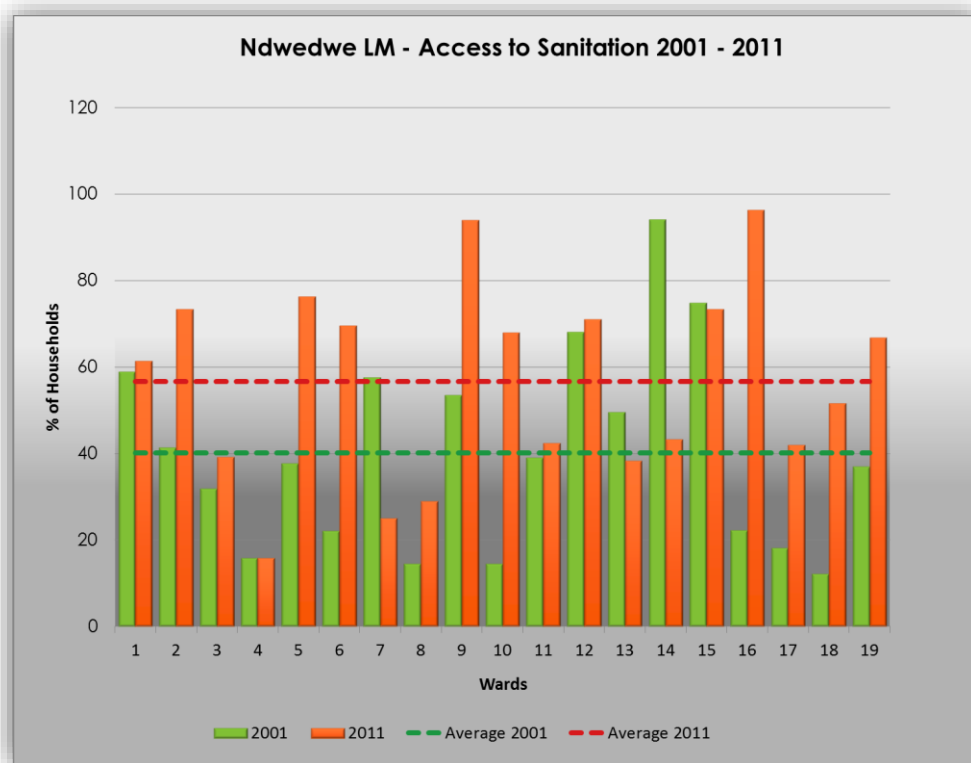
3.4.2 Sanitation

The statistical Data from Stats SA distinguishes between all types of sanitation services provided to the communities, categorized as follows:

- Flush toilet with sewer
- Flush toilet with septic Tank
- Chemical Toilet
- Pit Latrine with Ventilation
- Pit Latrine without Ventilation

The long term target is to provide all residents with waterborne sanitation and sewer but households with none of the above listed forms of sanitation are considered as serviced. The graph below clearly depicts that more than 12% of the residents are serviced below the average service level of the Municipality. Only 98% of the municipality has been serviced with one of the acceptable form of sanitation. Wards 4 and 8 require attention with regards to provision of sanitation services.

Graph 4: Access to Sanitation



Source: Stats SA, 2001/2011

3.4.3 Transportation Infrastructure

There are a number of Provincial Routes that traverses the Municipality. Connectivity within the municipality is limited unfortunately, with easier and faster routes situated outside the municipal area utilised to reach different areas in the municipality.

The main access routes to the municipality include the following, which are also the only blacktop surfaces:

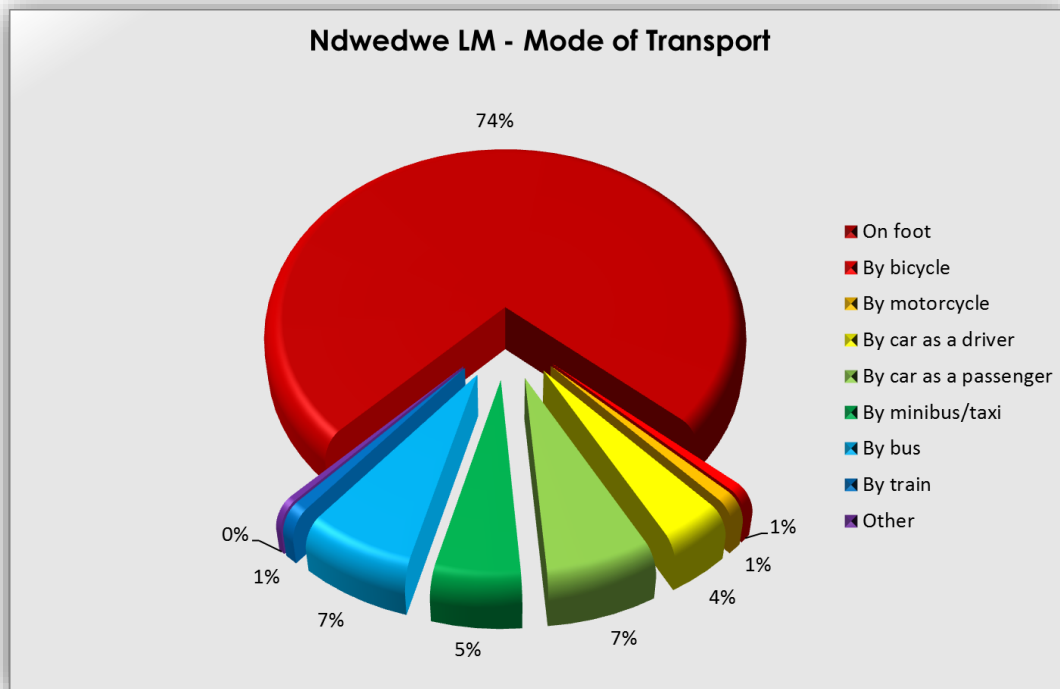
- The existing R74 from Stanger via Ashville to Kranskop
- The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg
- The P100 from Verulam to the Ndwedwe Village and back to Inanda

The majority of the households in the Ndwedwe area have access to roads within 2,5km or less. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic, especially considering that most roads are gravel and becomes dangerous during wet season in the areas with extreme topographical features (please see attached overleaf for Map 7: Road Network).

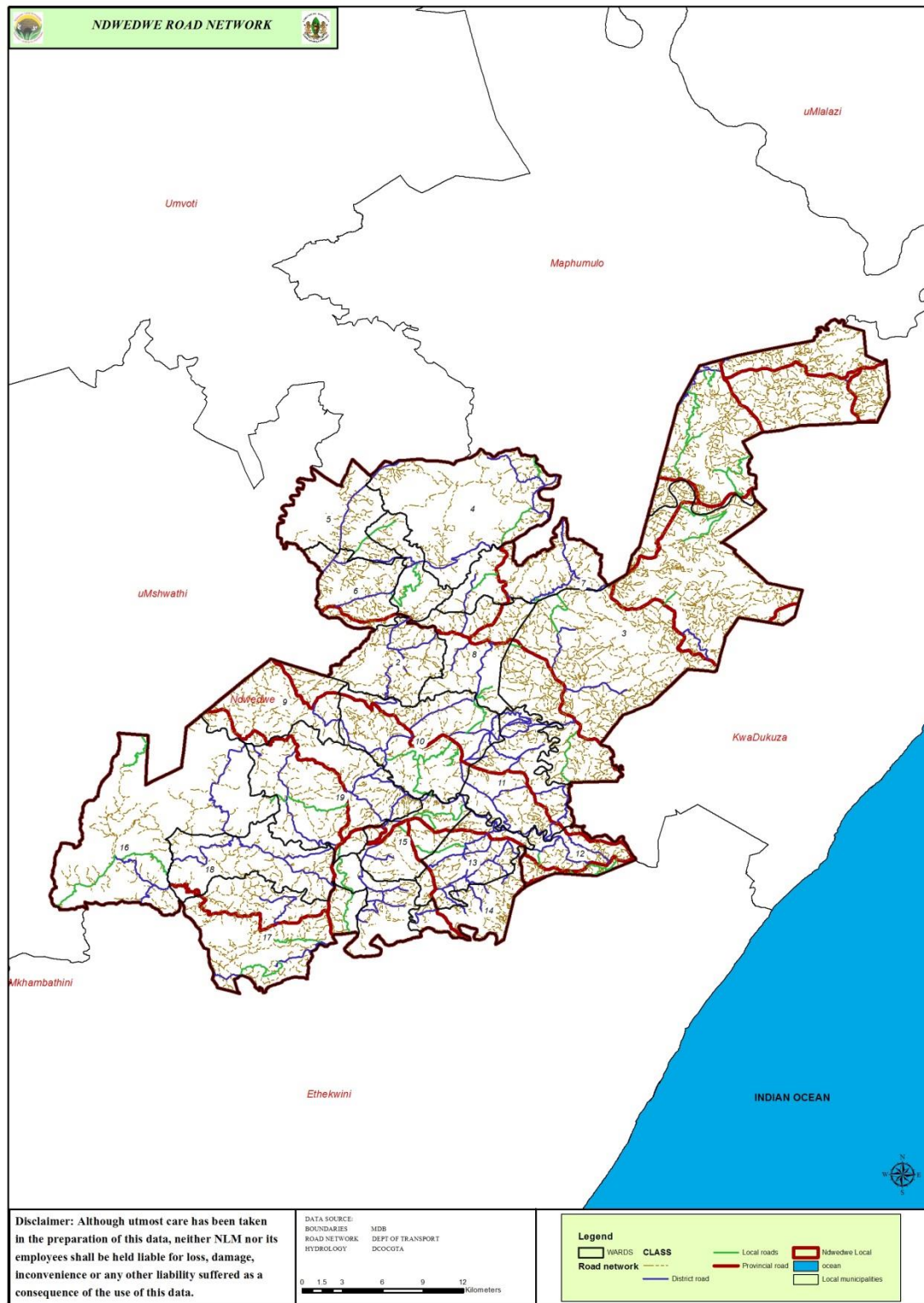
From the statistical distribution of modes of transports mainly utilised by residents it is evident that the largest portion of the Ndwedwe population (74%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first of all, the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as limited road infrastructure exists which allows taxis or buses to reach these remote areas. The last scenario is the most likely of the scenarios, which is that very few

well-maintained lower order roads exist. The three aspects combined, is an indication of the poverty levels of this area. With the high dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the municipality, which positively affects everybody. Should the residents not have proper access to opportunities; their initiatives will not be successful.

Graph 5: Mode of Transport



Source: Stats SA, 2001 Census



ROAD NETWORK MAP 2014

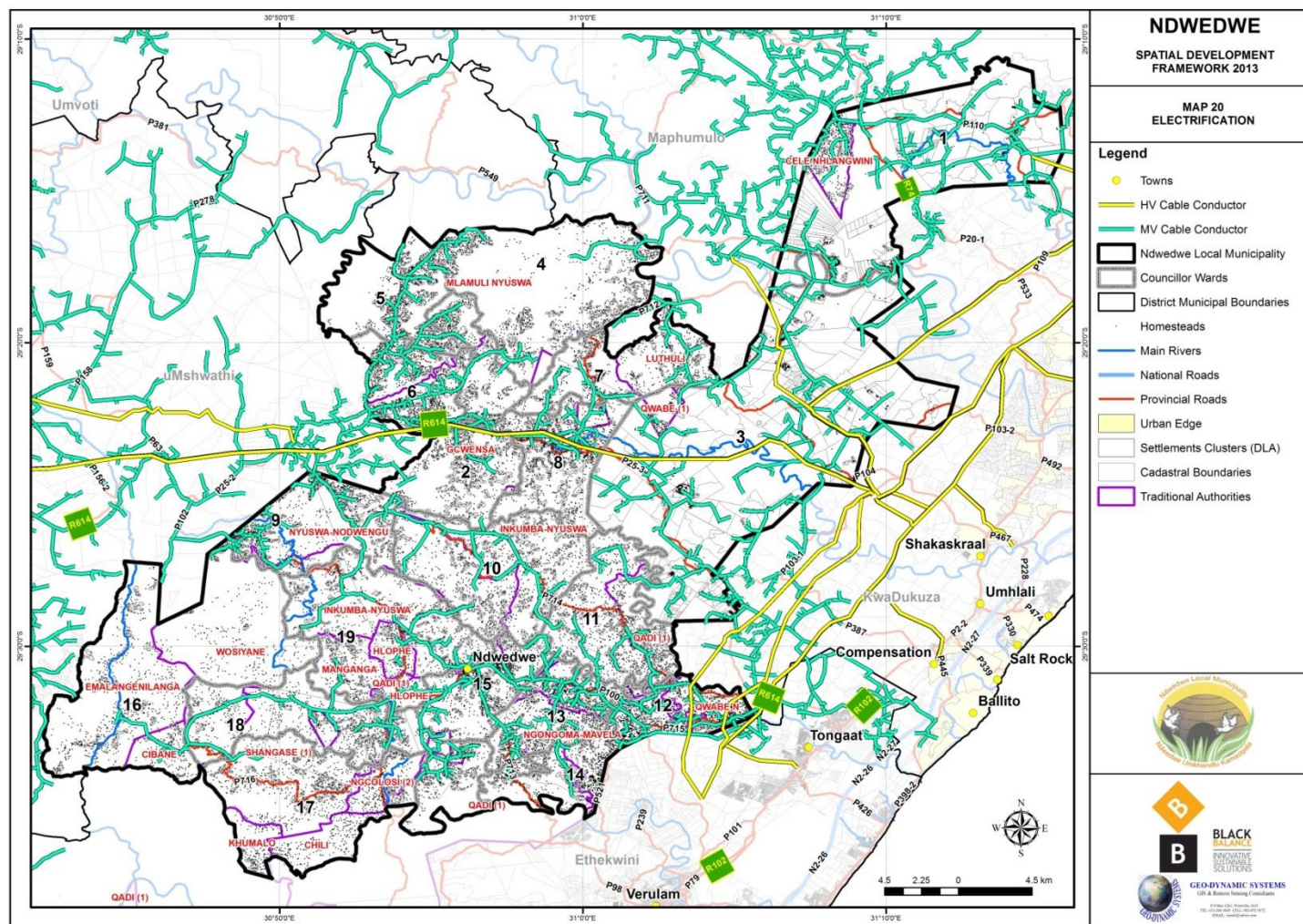
MAP 12: Road Network

3.4.4 Electricity Network

The Census Data does not distinguish between population with and without electricity, and it is therefore difficult to determine exactly which households are connected to the power grid. In order to estimate access to electricity, statistics related to using electricity for lighting purposes was used.

Ndwedwe Municipality is well serviced with Electrical Infrastructure. A high voltage line traverses the municipal area in an east west direction, from which a number of medium voltage lines provides the opportunity to install reticulation lines all over the municipal area (please see attached overleaf for Map 8: Electricity).

Wards 1 and 12 have the highest levels of access in 2011 as compared to 2001 which wards 1, 3 and 15 had the highest access, with the majority of wards in the municipality which have less than 30% access. It is noticeable that the levels of access to electricity have increased in all the wards, and although implementation is slow, there is definite progress visible. Wards 7, 8, 10, 11, 16, 18, and 19 require desperate attention regarding electricity provision.



MAP 13: Electricity

3.4.5 Access to Community Facilities

The following sections describe the social infrastructure within the municipality. The accessibility analysis considers distances from facilities, but along roads, and not direct distances, as localized challenges hamper movement.

3.4.5.1 Housing

A Housing Plan for the Ndwedwe Municipality was adopted in 2013. According to the Census Stats 2011 there are 14 171 households that have access to formal housing within Ndwedwe. The municipality has no formal waiting list and therefore based the housing backlog or demand on the Census 2011 figures. Ward 19 has the most housing backlog sitting at approximately 1 330 when compared to all other wards within the municipal area.

Most communities in Ndwedwe are poor and the houses are of sub-standard quality. This leaves most of the households vulnerable to climate changes i.e. storms and flooding. The provision of alternative housing forms especially rental housing and multi storey building need to be accommodated in the housing strategy for Ndwedwe.

The Department of Human Settlements has planned for the following housing projects for Ndwedwe Municipality:

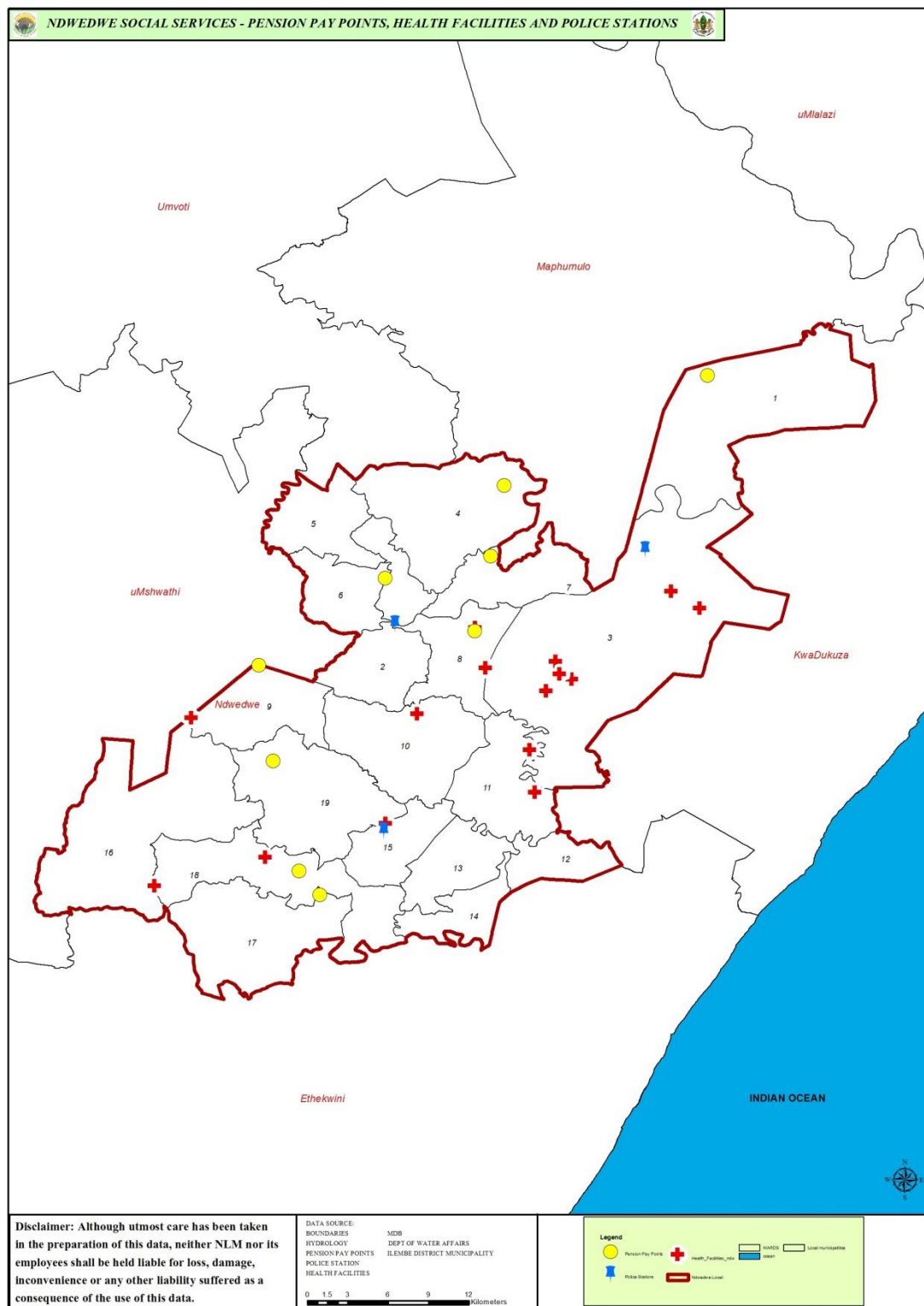
- | | |
|---|---|
| 1. Nodwengu Housing Project | 9. Gcwensa Rural Project |
| 2. KwaShangase | 10. Glendale Village Berea and Chaparral Township |
| 3. Nkumbanyuswa Phase 1 Rural Housing Project | 11. Cele Nhangwini Rural Housing Project |
| 4. Hlophe Rural Housing Project | 12. Luthuli |
| 5. Mavela Rural Housing Project | 13. Emalangeneni, Cibane, Wosiyane |
| 6. Mavela Phase 2 | 14. Mlamula Rural Housing |
| 7. Nkumbanyuswa Phase 2 | 15. Singqobile |
| 8. Qadi | |

3.4.5.2 Health Facilities

Clinics: Ndwedwe has a total of Five Clinics which are spread relatively evenly throughout the municipality. The map depicts existing clinics with an optimum walking distance of 1 to 5 km and a maximum walking distance of 10km. The provision of clinics does not conform to this standard. Although the facilities are distributed evenly throughout the municipality, localized challenges such as rivers or extreme topography increases traveling distances and time. When comparing the localities of these facilities, it can be seen that the more densely populated areas are not well serviced. It seems the facilities were placed at regular intervals, but did not take cognizance of population densities, unless migration closer to economic activities are to blame for this phenomenon.

Hospitals: There is only one hospital in the Ndwedwe Municipal area, located west of Montebello. A large portion of the population falls outside of the 20km accessibility perimeter and only a small portion (about a third) of the municipality falls within 20km accessibility from this hospital. Considering that there is only one hospital in the municipality, the municipality and the more densely populated areas are within the 20km service radius of Hospitals situated within the adjacent municipalities of uMshwati, Maphumulo, KwaDukuza and the eThekweni Metropolitan Municipality

(Please see attached overleaf for Map 9: Social Services).



SOCIAL SERVICES: PENSION PAY POINTS, HEALTH FACILITIES AND POLICE STATIONS MAP 2014

MAP 14: Social Services

3.4.5.3 Education

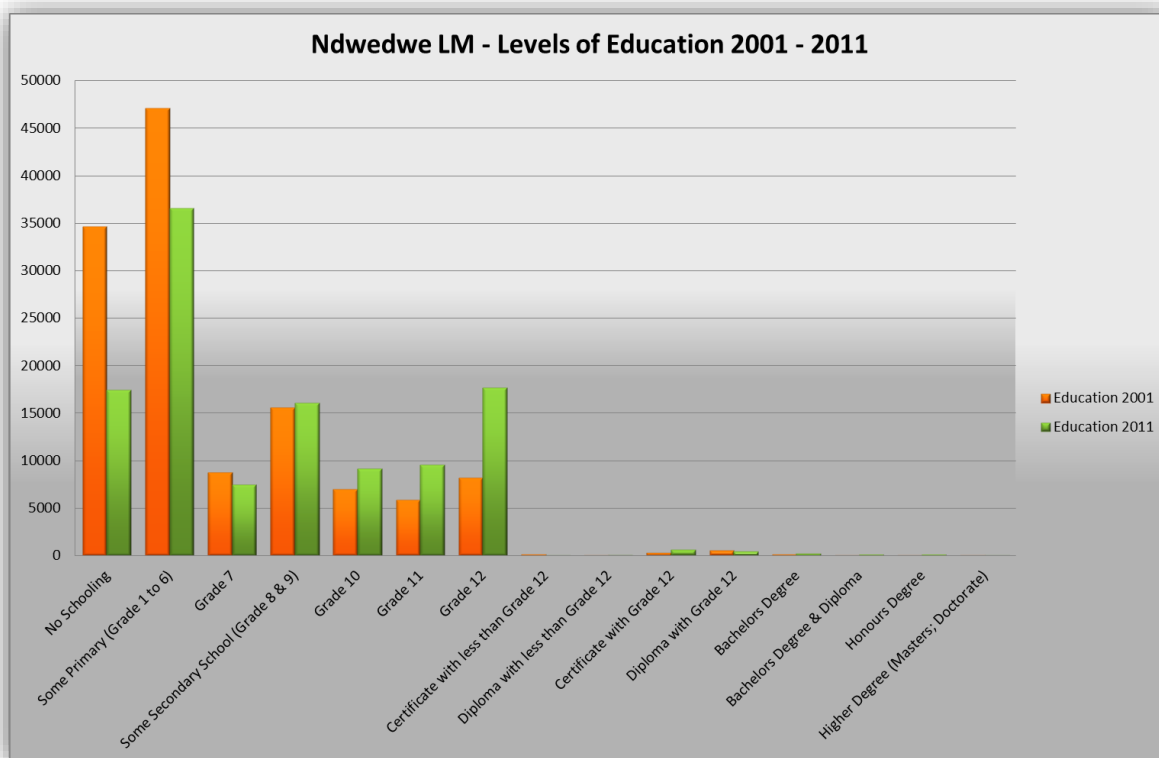
The municipality is relatively well serviced in terms of primary schools. Only a few small areas throughout the municipality are not covered by primary schools according to the prescribed standard. In comparison to the population densities and settlement maps, there are very few households residing in the areas not covered, and the provision of sustainable educational facilities in these areas will not be possible /feasible (please see attached overleaf for Map 10: Primary School).

When considering secondary schools, it is clear that the municipality is well-served, with only the low density areas, where the provision of schools is not feasible, not serviced. It needs to be noted that although the municipality is well serviced, it is more often the quality of education and the maintenance of these facilities that poses problems and not the availability of facilities itself (please see attached overleaf for Map 11: Secondary School).

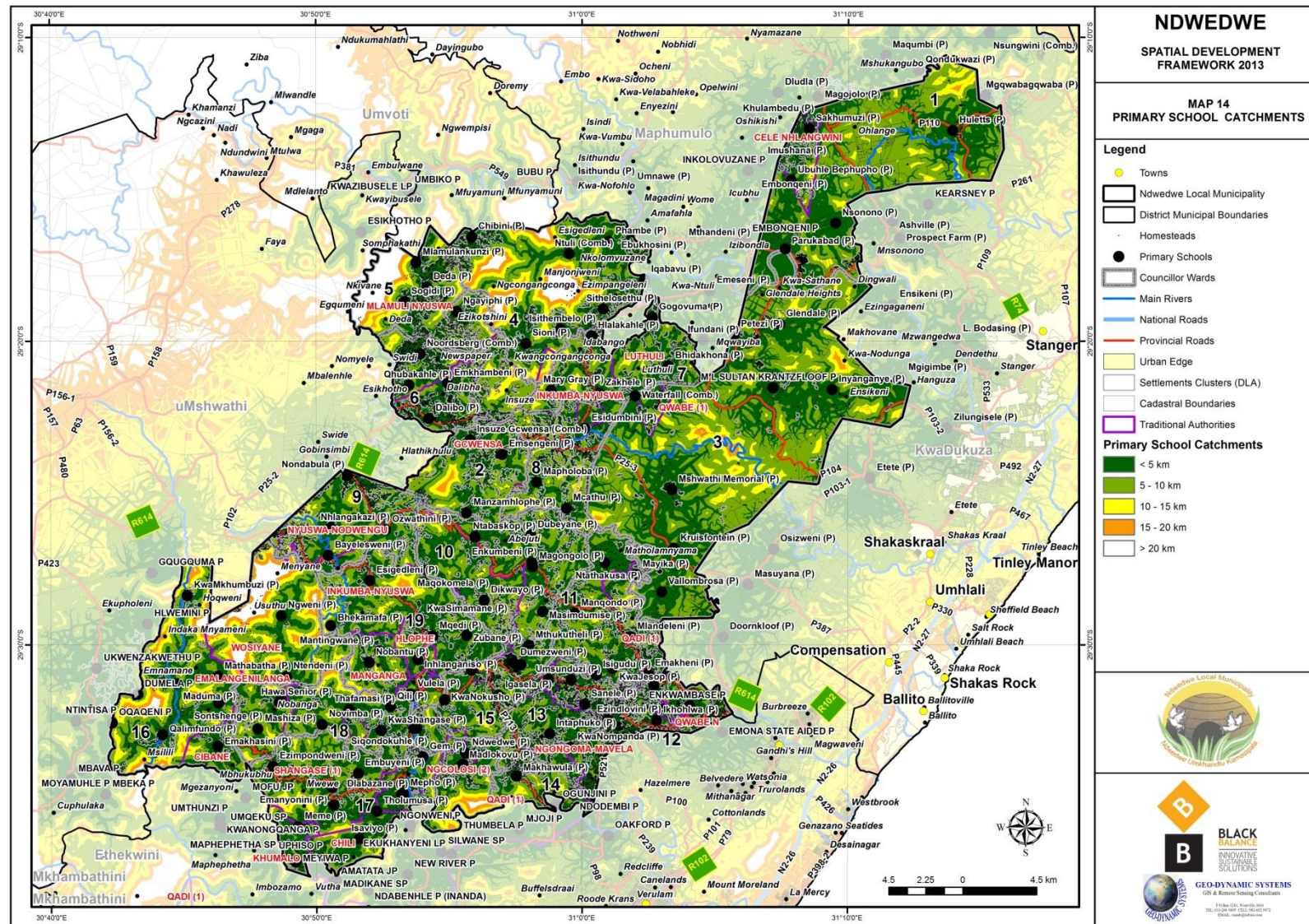
The largest portion of the population (Approximately 36 552) has some primary education between grade 1 and 6. Only about 1,460 (1%) of the population has an education higher than grade 12. The low levels of education in the municipality can be attributed, in part, to the high number of the population which is of lower, school going age. Notwithstanding this, the number of adults with education levels being higher than grade 12 is very low. These levels of education impacts drastically on the type of work opportunities one can create for the population. Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but in order for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be possible or needed that some training be presented to the communities to empower them to utilise these opportunities. There is thus a definite need for skills development and social development long side the economic development of the municipal area.

It is noticeable that the levels of education have increased from 2001 to 2011, as a lower number of persons have no education at all, whilst a higher number has secondary education and grade 12.

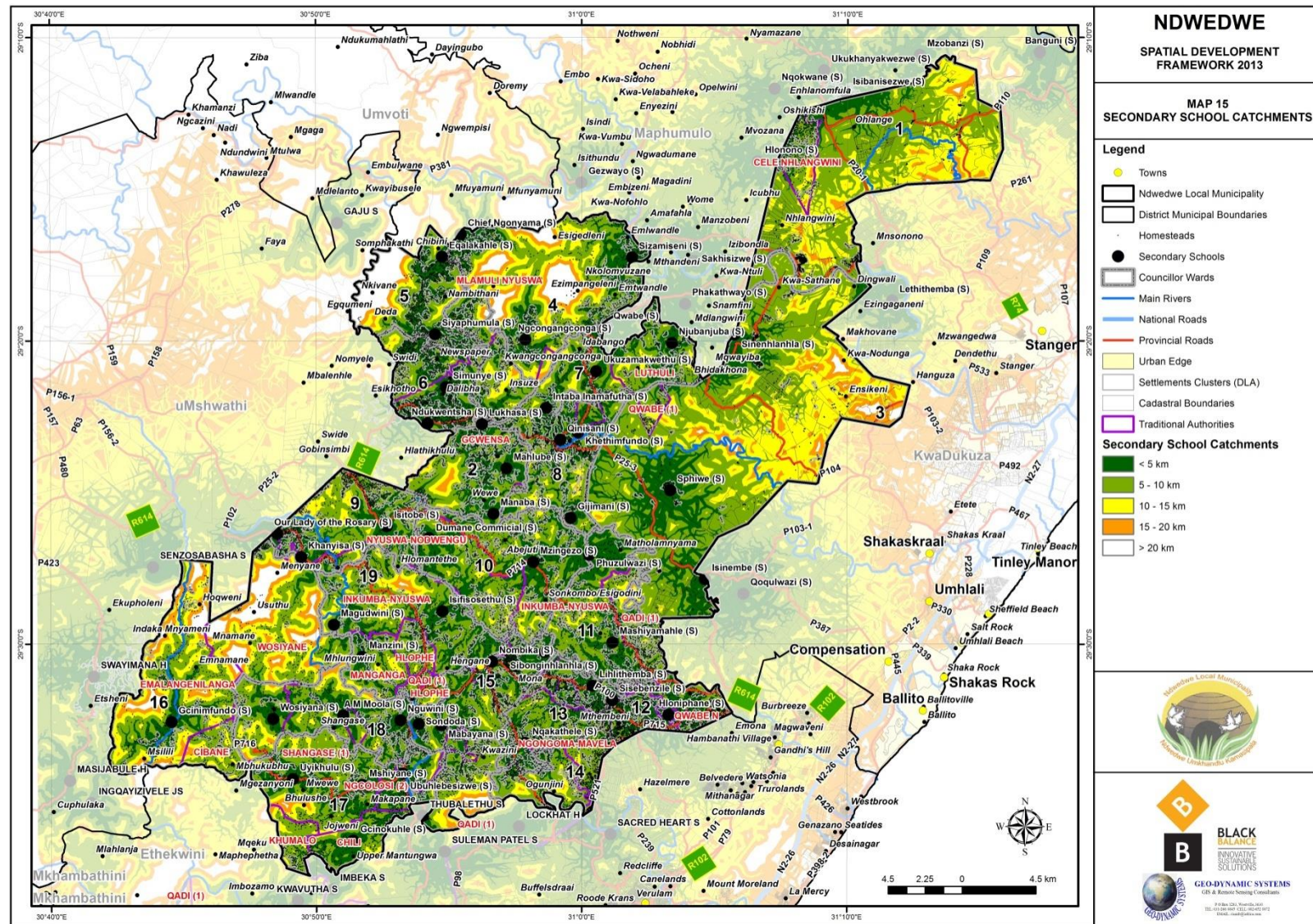
Graph 6: Levels of Education



Source: Stats SA, 2001/2011

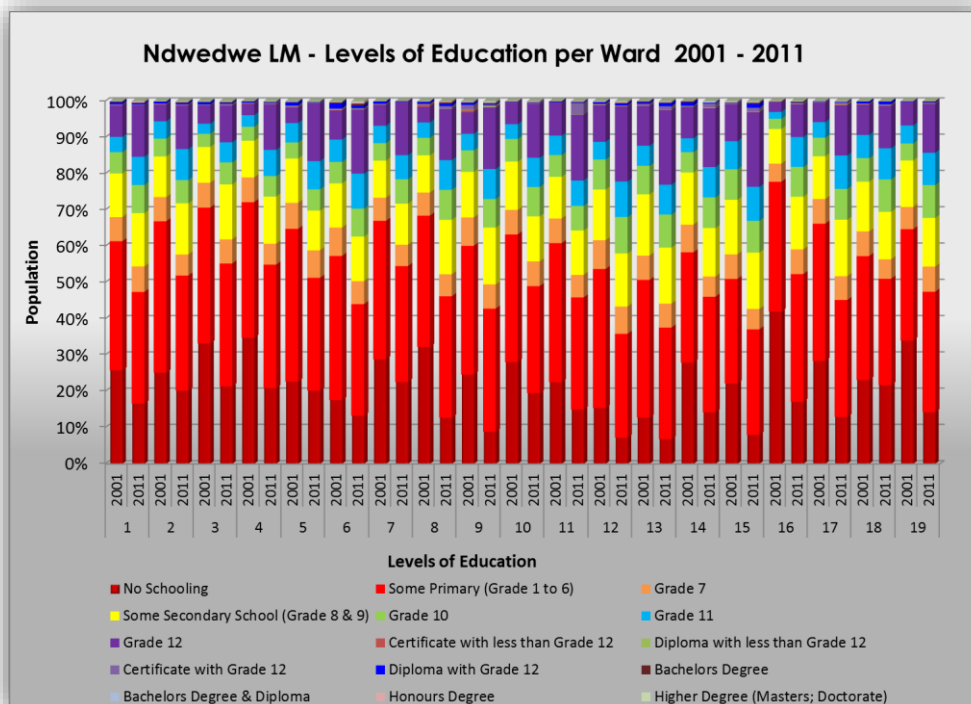


Map 15: Primary School



When comparing the education levels within the different wards, it is clear that there is an almost equal distribution of education levels throughout the Municipality. Ward 16, which had very low levels of education, is now also comparable to the other wards.

Graph 7: Levels of Education per Ward



Source: Stats SA, 2001/2011

3.4.5.4 Libraries

Although a standard for provision of libraries are included in the land use budget as prescribed by the erstwhile planning commission, the KZN Librarian Services indicated that these levels of provision are not at all achievable, and is not cost effective. In a densely populated city such as Durban these standards might be achievable, but in rural KZN it is difficult to provide a number of cost-effective libraries within the limited budget. The situation is constantly assessed and libraries are then provided in close proximity to a concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached.

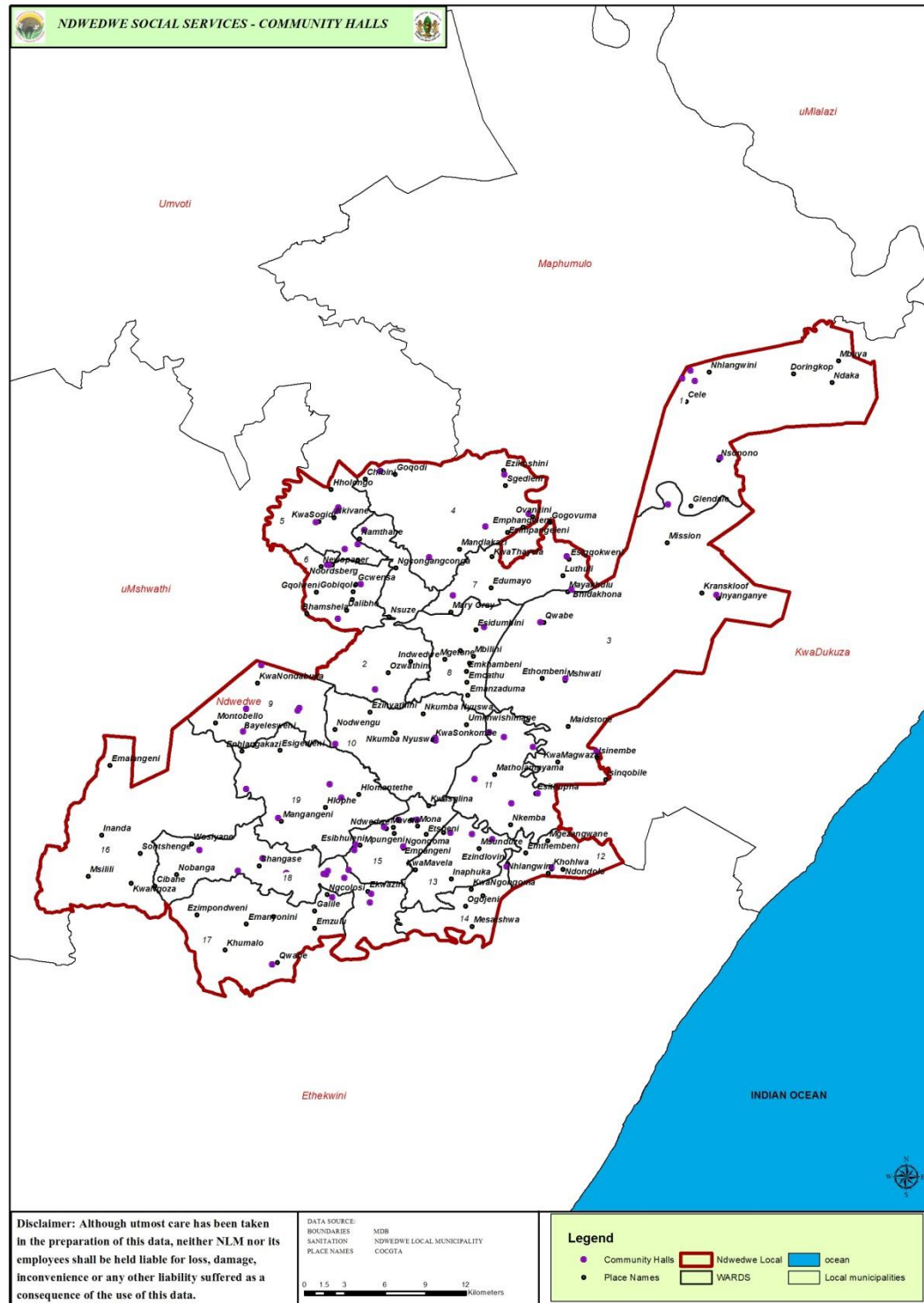
According to information available from the Provincial Library Services, Ndwedwe Local Municipality is serviced with a single library recently constructed within Ndwedwe Village, and a mobile library servicing the Bhamshela Node.

3.4.5.4 Police Services

The municipal area is serviced by three police stations, located south of Bhamshela Node, Northwest of Ozwathini and within Ndwedwe. The greater majority of households are located at a distance greater than 10km from a police station. The more densely populated areas are situated within 20km radius from a police station, although mobile/satellite police stations can service areas near the node of Montebello and areas far west in the Emalangenilanga Area (please see attached Map 9: Social Services).

3.4.5.4 Community Halls

Please refer to map for spatial location of the existing community halls within the Ndwedwe Municipality (please see attached Map 12: Community Halls).



SOCIAL SERVICES: COMMUNITY HALLS MAP 2014

Map 17: Community Halls

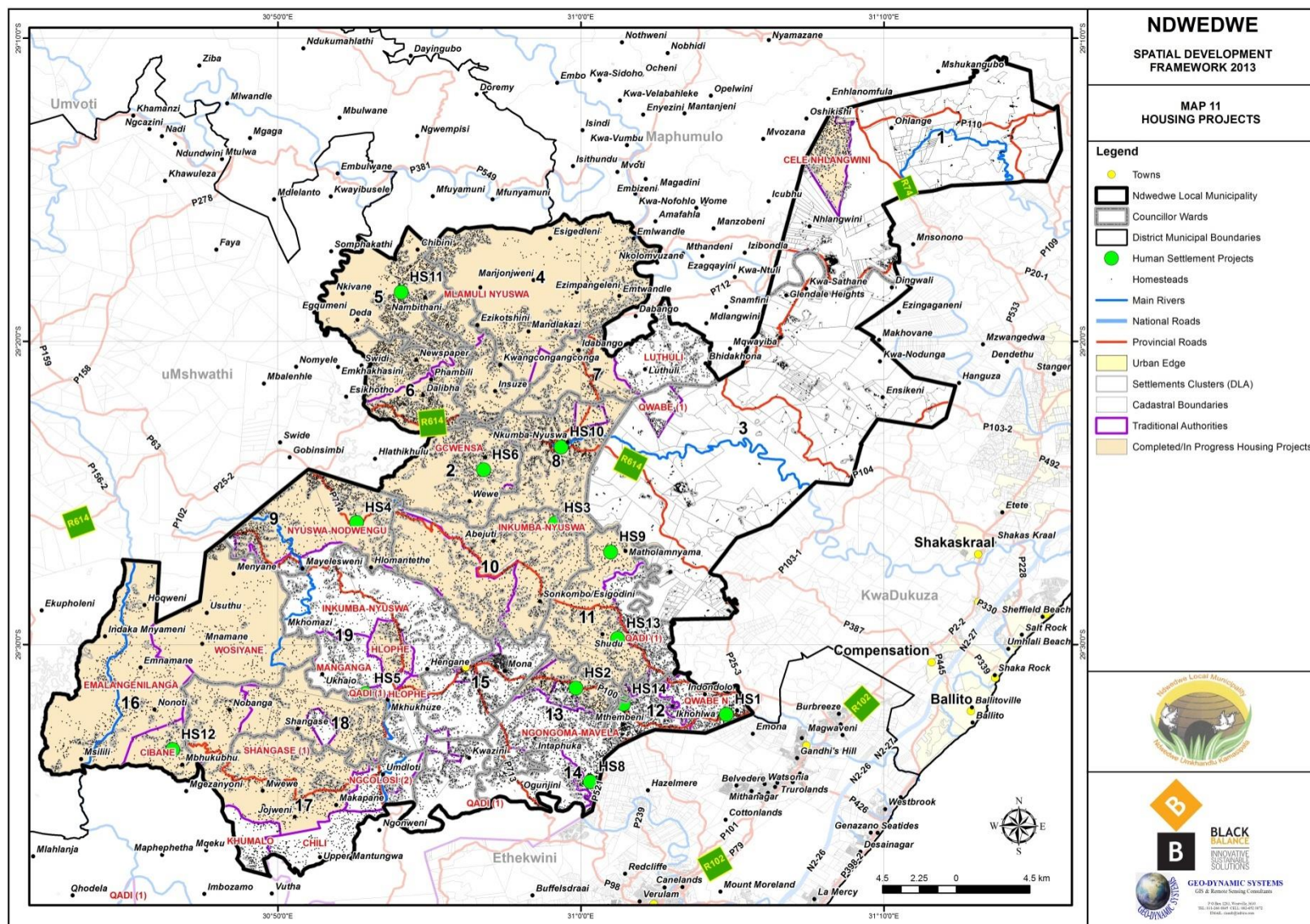
3.4.6 Human Settlements

Approximately 70% of Ndwedwe's population has access to housing; however most of these housing structures are known to be sub-standard in nature. The implication of this is the high level of vulnerability to harsh climatic conditions which may occur. To this effect, a number of housing projects have been earmarked for the municipality (please see attached overleaf for Map 13: Housing Projects). The following housing projects are identified:

Table 11: Housing Projects Identified in Ndwedwe Municipality

Project Name	Ward	Implementing Agent	Project Status
Housing - Doringkop	1	DHS	Conceptual
Housing	2	DHS	Conceptual
Housing	3	DHS	Conceptual
Housing	6	DHS	Conceptual
Nodwengu Housing Project	9	DHS	Conceptual
Housing	14	DHS	Conceptual
Housing	17	DHS	Conceptual
Housing	19	DHS	Conceptual
Matholamnyama 250 Units	11	DHS	Planning
KwaShangase 1 000 Units	14	DHS	Planning
Qwabe Rural Housing Project(W12)	12	DHS	Completed
Mavela Rural Housing Project	12,13,14,15	DHS	Construction
Mavela Housing Project Phase 2	12,13	DHS	Conceptual
Nkumbanyuswa Phase 1 Rural Housing Project	7,8,10,11	DHS	Construction
Nodwengu Housing Project (W9)	9,10	DHS	Completed
Gcwensa (1000 sites)	6,7,8	DHS	Planning
Mlamuli (1000 Units)	4,5,6	DHS	Planning
Emalangeneni Cibane Wosiyane (1000 Units)	16,18	DHS	Planning
71 Storm damaged houses	10,16,19,15,7,8	DHS	Completed
Hlophe Rural Housing Project	18,19	DHS	Completed
Cele Nhlanguwini Rural Housing Project (W1)	2	DHS	Completed
Qadi	11	DHS	Conceptual
Nkumbanyuswa Phase 2	10,11	DHS	Conceptual
KwaShangase Phase 2	18	DHS	Conceptual
Land	2	RDLA	
Land	3		

Source: Ndwedwe IDP Capital Expenditure Framework - 2012/15



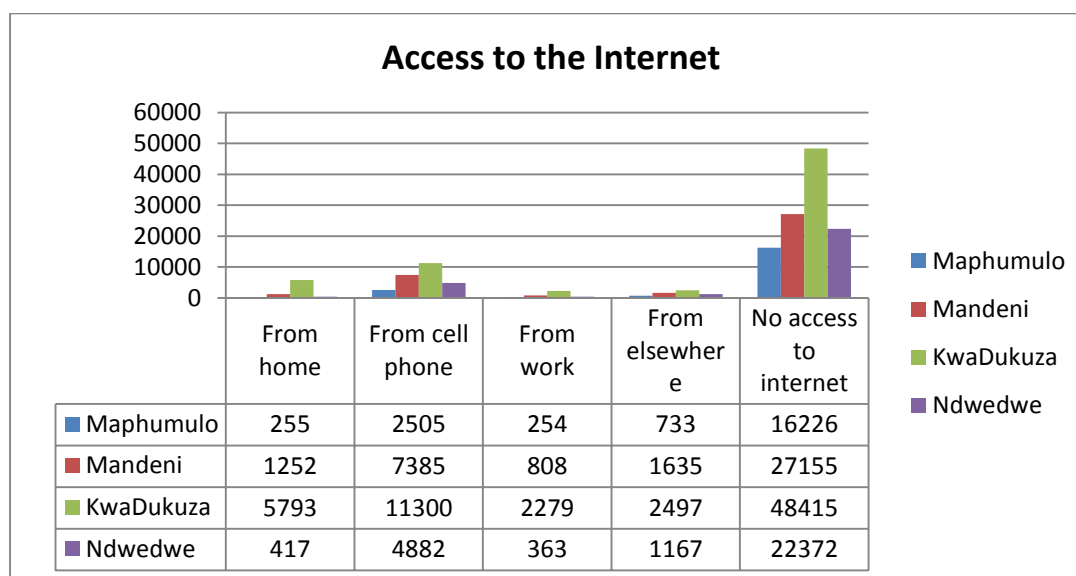
3.4.7 Telecommunications

All Information on telecommunications infrastructure within the district is difficult to access from the various service providers. However, it is believed that the District is underserved by telecommunication networks. This situation has serious implications for the district, especially in the rural areas, as access to such infrastructure has significant impact on the economic development.

3.4.7.1 Access to the Internet

The results below show that all the local municipalities have the highest number of people with no access to internet. The main medium for internet access is from cell phones.

Graph 8: Access to Internet

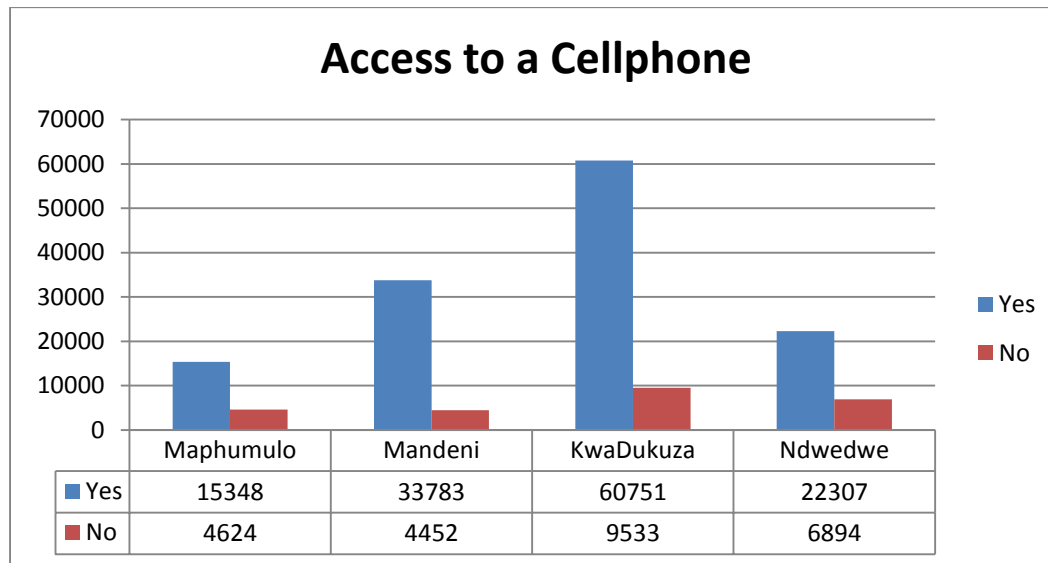


STATSA Census, 2011

3.4.7.2 Access to Cell Phones

KwaDukuza Municipality has the highest number of households with access to cell phones. This comes as no surprise as this is the most urbanised LM within the District. Maphumulo Municipality has the least number of people with access to cell phones. It should also be noted that this is the most rural municipality in the District and has the smallest population.

Graph 9: Access to a Cell phone

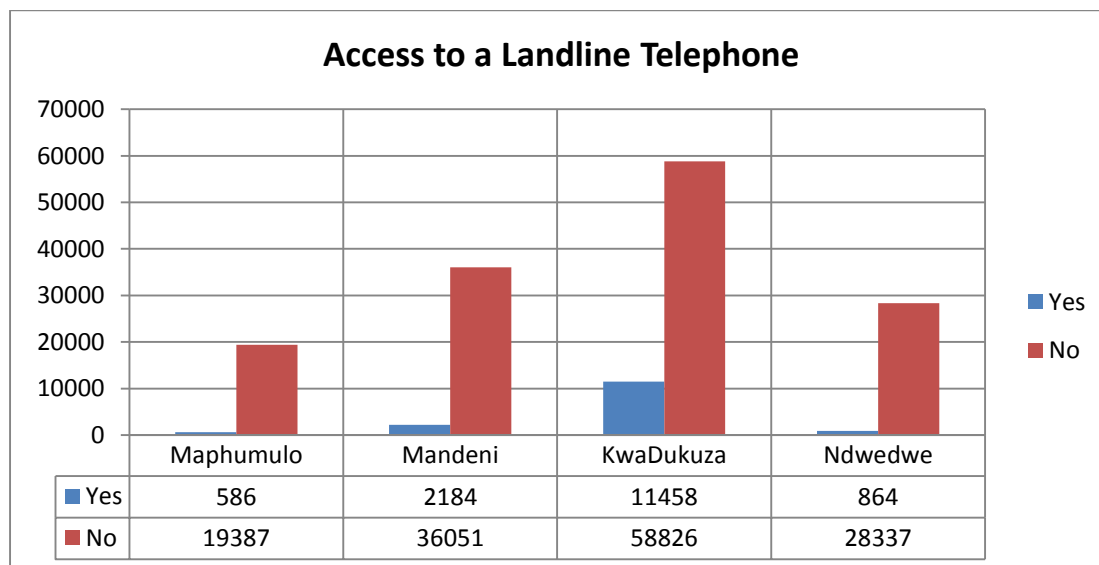


STATSA Census, 2011

3.4.7.3 Access to Landline Telephones

The graph below displays the highest proportion of households with access to landline telephones in the district is located in the KwaDukuza local municipality with a number of 11458. Conversely, only 586 households in the Maphumulo municipality have access to landline telephones. 142601 households in the district do not have access to a landline telephone.

Graph 10: Access to a Landline Telephone



STATSA Census, 2011

3.4.8 Service Delivery & Infrastructure: SWOT Analysis

Strengths <ul style="list-style-type: none"> • Good Priorities for Infrastructure Development • Expenditure of Grant Funding • Functioning Infrastructure Portfolio Committee 	Opportunities <ul style="list-style-type: none"> • Municipality geographical location • Town Development • Developer's contribution • Positive publicity
Weaknesses <ul style="list-style-type: none"> • Proposed link between Ndwedwe and Maphumulo Municipality; • Lack of office space • Sparse Settlement Pattern for Infrastructure Development • Insufficient bulk Water Sources • Lack of vehicles for operation 	Threats <ul style="list-style-type: none"> • Lack of funding • Climate Change • Theft and vandalism • Negative publicity

Table 12: Service Delivery SWOT Analysis

3.5 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

3.5.1 Local Economic Development Analysis

The economic development of Ndwedwe is considered as one of the most important aspects of developing the municipality. In all of the economic activities identified, it appears of great importance to protect on the one hand the unique natural environment while on the other hand exploiting the opportunities arising from the various economic sectors. This section commences by analysing the status quo of each sector.

3.5.1.1 Agriculture Sector Development

According to the Action Plan (Ndwedwe-Dube Trade Port), Ndwedwe has two major characteristics that exist within the agricultural sector i.e. the abundance of land, which is suitable for different cropping and enterprise practices. Secondly, the subtropical climate, which has an annual rainfall of 1133mm per annum (Department of Agriculture: 2007). There is also a dam called Hazelmere Dam to the southeast direction of the municipality, which contributes a lot in the irrigational plans of the Ndwedwe Municipality. Hazelmere Dam has an estimated capacity of 25000 cubic meters and constitutes a major potential source of water for agriculture. These are two essential components for successful agricultural development. The Department of Agriculture has identified 250 community gardens in Ndwedwe. The focus of these gardens is on vegetable and crop production. In addition, there are 50 poultry projects, which are aimed at growing the agricultural sector. Agriculture is still the major employer in Ndwedwe absorbing approximately 21% of the employed people in Ndwedwe followed by wholesale & retail (18%), Government (17%), Community (14%) and Construction (10%).

Table 13: Economic Sectors

Industry / Sector	Ndwedwe
Agriculture, Forestry & Fishing	3, 585
Mining & Quarrying	83
Manufacturing	1, 581
Electricity, gas & water	55
Construction	1, 732
Wholesale & Retail Trade, Catering & Accommodation	3, 122
Transport, storage & communication	470
Finance, insurance, real estate & business services	1, 021
Community, social & personal services	2, 420
General government	2, 931
Total	Total 17, 001

Source: Quantec's Standardized Regional Dataset (2012)

➤ Challenges

Although the Agriculture sector is the main contributor to the economy of Ndwedwe, only a few farmers undertake commercial farming in the form of forestry and sugarcane farming. Following are some of the challenges facing this industry:

Lack of conventional farming skills: Whilst a large portion of Ndwedwe is fertile and conducive to farming, a large proportion of the community is unable to tap into the commercial side of farming.

The community's agricultural activities are largely of subsistence in nature.

Environmental control measures and inadequately developed agri-processing industry: Whilst Ndwedwe is located in close proximity with King Shaka Airport and Dube Trader Port, the community in this area has not taken advantage of the opportunity in agri-processing.

Lack of mentorship support: Most of the community farmers do not get government support for agricultural development. For the community to fully take advantage of agriculture and contribute to the economy of Ndwedwe, the relevant government departments need to mentor the farmers.

Inadequate access to water: Whilst natural water in the form of rivers and springs is abundant in the area, water remains inaccessible due to topography and other factors. Due to inefficient irrigation systems, most community members resort to dry land farming that is dependent on unreliable rainy seasons.

Access to land through suitable roads: Most of farmland is located in the rural parts of the municipality, which has poor access roads. The poor transport system is an obstacle for farmers because of the high cost of getting their products to the market. Nonetheless, the Municipality has a number of road projects that are under implementation.

Lack of agricultural skills and lack of business management skills: Apart from traditional community farming systems, there is a general lack of agricultural and business skills in the area. The community members particularly those with interest in farming should be provided with the necessary farming and business management skills.

Access to finance, appropriate tools and machinery: Access to finance, appropriate tools and machinery is a hindrance to agricultural growth in the area. Appropriate mechanisms should be initiated to enable farmers to access finance and appropriate farming tools and machinery.

Veld Fires: Veld fires are common and they threaten livestock and vegetation. In most instances, these fires are caused by negligence. Broad awareness campaigns as well as integration of these into Disaster Management will help keep the problem checked.

Local Markets strategically positioned at key business nodes: Such markets are important. Currently, there are no fresh produce markets within Ndwedwe. Construction of local fresh produce markets in key business nodes (e.g. Bhamshela, etc.) may be of great help and could catalyze other economic activities in the area.

3.5.1.2 Tourism

The municipality has a poorly developed tourism sector. The area has excellent tourist potential but is hindered by fragmented topographic conditions and lack of funding. The serene natural environment is in urgent need of attention, rehabilitation, protection and management. The major tourist opportunities are listed below:

Tourism and Recreation is another component of the important economic development of Ndwedwe. The prevailing steep fragmented topographic conditions provide good environment for attracting tourism to Ndwedwe area. Nevertheless, Ndwedwe Local Municipality's natural environment is in

urgent need of attention, rehabilitation, protection and management. There are a number of tourism initiatives that the municipality has initiated to unlock the tourism potential in the municipal area. Below are some of the initiatives:

- **Nhlangakazi Mountain:** This Mountain represents a significant cultural and religious attraction. It is against this background the municipality commissioned a consultant to develop a business plan for this area to inform the future development of the area. The business plan was developed and consultations with the church leaders were undertaken. However, there have been squabbles in the church leadership and this has stalled the process.
- **Nsuze Battlefield:** The Nsuze battlefield is significant in the Bhambatha rebellion and has a rich history. The municipality appointed Dynamic Lite Construction as the implementing agent to prepare a business plan that will identify the necessary improvements to be undertaken on the project site. The business plan was developed that led to the erection of a signage and revamping of the site.
- **KwaLoshe Forest:** The attractive forest coupled with its greenery and stone monolith of different shapes along the hills, the diversity of flora and fauna as well as scenery of various indigenous plant species and medicinal plants certainly pose a prospective eco-tourist attraction that ought to be harnessed and utilized as a source of economic gain and development. A business plan has been developed and demonstrates how the business venture shall be undertaken. This implementation of the business plan is still to be realized;
- There are a range of mountains located in the municipal area which are endowed with natural beauty i.e. Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMakalanga Mountain and Goqweni Mountain;
- An Elevation Tourism Centre which depicts the natural scenic beauty of Ndwedwe has been identified at Ndwedwe Village;
- The King Shaka tourism route development, which will draw tourists entering from King Shaka International Airport to the North Coast and will also allow for accommodation establishments to house additional tourists. At present the route is at its final stages of development;

The Spatial Development Framework (SDF) identifies the major and minor river valleys, escarpments, mountains; cliff faces, flat hill tops, and other areas identified as being of environmental significance and suggest relevant environmental protection areas. These areas include:

- The flat undulating coastal flats covering the eastern and north-eastern parts of Ndwedwe where much of the area is utilized for agricultural purposes and natural vegetation is largely confined to river valleys and excessively steep slopes;
- A band of undulating landscape located to the west of the coastal flats, which is currently used for agricultural purposes mainly.

• **Challenges**

Following are some of the challenges / factors that influence tourism in Ndwedwe:

Packaging of tourism: Despite the rich history and eye-catching and scenic landscape in Ndwedwe, tourism in the area is not clearly defined and packaged.

Poor road conditions: Road conditions in the municipality limit the access to the various tourist destinations in the area. All roads to potential tourism sites need to be prioritized.

Crime, safety and security: Safety and security in the area can shy away tourists and tourism investments. Visibility of policing should be encouraged to allow visitors to feel safe in the area.

Lack of tourism facilities: There is very little tourism trading and infrastructure in both existing centres and the balance of settlements. Likewise, there is very little community based tourism initiatives in the area.

Lack of business skills: Business skills for local community to enhance income from arts and crafts are essential.

Lack of information: The municipality lacks information on what tourism products it offers. The municipality is therefore failing to take advantage of its strategic location for its own development.

Lack of finance: Some of the tourism projects (e.g. KwaLoshe Eco-tourism, Bhambatha, etc.) have not taken off due to lack of funding to develop the necessary facilities and marketing material. There is therefore a need to seek funding to revamp these potential tourism sites.

3.5.1.3 Commercial and Manufacturing

Manufacturing is the biggest contributor to Ndwedwe's Gross Geographic Product as it was contributing 23.3% of the municipal's GGP. The table following demonstrates:

Table 14: Contribution by manufacturing

Industry / Sector	ILembe	Ndwedwe	Mandeni	KwaDukuza	Maphumulo
Agriculture, Forestry & Fishing	4.5%	10.5%	9.9%	4.2%	21.0%
Mining & Quarrying	2.1%	1.6%	1.8%	2.6%	1.6%
Manufacturing	18.2%	23.3%	22.9%	30.4%	15.1%
Electricity, gas & water	3.0%	1.0%	1.2%	0.4%	3.7%
Construction	4.2%	4.6%	3.9%	1.4%	7.4%
Wholesale & Retail Trade, Catering & Accommodation	15.9%	18.3%	16.8%	18.6%	14.9%
Transport, storage & communication	12.3%	5.9%	6.9%	5.4%	6.1%
Finance, insurance, real estate & business services	18.4%	17.8%	19.3%	29.6%	9.1%
Community, social & personal services	7.1%	6.8%	6.2%	3.0%	5.6%
General government	14.3%	10.2%	10.9%	4.4%	15.5%

Source: Quantec's Standardized Regional Dataset (2012)

However, the municipality has not taken full advantage of the potential in this industry. For instance, the King Shaka Airport as well as the associated Dube Trade Port is located approximately 10 km from the South Western boundary of the Ndwedwe Municipality, which presents great opportunities for the municipal area. Two opportunity areas have been identified in the Spatial Development Framework for Ndwedwe local economic development. They consist of Ndwedwe Village on the one hand and the area furthest to the east along the P100 near Ezindlovini. Ndwedwe Village is the principle envisaged potential area for development because it is centrally located. It is a primary node within the area from an administrative, social and economic point of view. Ndwedwe Village is located approximately 10 km from its southwestern boundary and is easily accessible from the Durban Metropolitan Area via P100 and it is easily accessible from the entire municipality. It is located 20 km away from the planned airport. The village can accommodate a range of activities such as local manufacturing, beneficiation of agricultural products, administrative and business functions.

The area around Ezindlovini is located on the eastern boundary of the municipality, abutting directly onto the Metro. It is linked to the Durban Metropolitan Area and the R102 via the same P100. It is located about 10 km distance from the planned King Shaka Airport. This suggests significant development opportunities. This includes both beneficiation of local products, collection and distribution point for local manufacturing, local business, commercial and market activities. Both these areas therefore are envisaged to provide outstanding opportunities for the local economic development of the Ndwedwe Municipality and for appropriate external investment. Several projects are presently investigated. These projects include the following:

The Industrial Estates within Ndwedwe Local Municipality, which would service the Dube Trade Port and the King Shaka International Airport, had been discussed and the studies are underway to identify the suitable land. This will allow job opportunities to arise from the new service industries and provide income to Ndwedwe Local Municipality; Recent studies by the Provincial Department of Economic Development have indicated that through construction and manufacturing alone approximately 170 000 jobs could be created, with additional 100 000 direct and indirect operating jobs from the airport site. The construction of an agroprocessing centre/facility will also stimulate the growth of class three products for hot, and cold processing to the export market. ILembe District Municipality and the Department of Economic Development have completed an initial study, which shows that an amount of R142 million is required to complete the project and organize outgrowing programmes within the rural environment. Ndwedwe has excellent agricultural potential and a range of existing smaller producers.

This area has the capacity to host a processing centre that offers the following processing options:

- Drying;
- Pureeing of spices and vegetables;
- Washing of fruits, vegetables, medical plants;
- Distilling of essential oils;
- Cooking and pickling of vegetables and spices;
- Packaging and labelling;
- Pack-houses;
- Organics

The IDP suggests that the provision of improved internal linkages and the creation of new internal interceptory points will be important. In general, additional commercial activities should be located within the hierarchy of activity nodes, whereby the highest level of commercial activity is expected to be located in the Ndwedwe Village. At present, the municipality accommodates little to no manufacturing activities. It has been suggested that appropriate economic development zones be created in relevant locations, including the provision of appropriate business etc. support, to generate new economic opportunities.

- **Challenges**

Following are some of the challenges / factors that influence commerce and manufacturing in Ndwedwe:

Lack of skills: Lack of skills in the area hinders the community to take advantage of opportunities that exist in the sector. Business skills may be of great help to the community.

Lack of trading facilities: Formal trading facilities in Ndwedwe are lacking. Most economic areas nodes do not have the required formal trading facilities. Attractive trading facilities in potential economic nodes should therefore be considered.

Access to finance, appropriate tools and machinery: Access to finance, appropriate tools and machinery is a hindrance to agricultural growth in the area. Appropriate mechanisms should be initiated to enable farmers to access finance and appropriate farming tools and machinery.

Local Markets strategically positioned at key business nodes: Such markets are important. Currently, there are no fresh produce markets within Ndwedwe. Construction of local fresh produce markets in key business nodes (e.g. Bhamshela, etc.) may be of great help and could cartelize other economic activities in the area.

3.5.1.3 Tertiary Services Sector Development (Informal and Other Sector Development)

As far as the informal sector is concerned, there are number of people involved. Informal sector activity is concentrated mainly around Ndwedwe Taxi and Bus Rank located at Ndwedwe Village, Bhamshela and in rural areas where some households' income comes from private activities such as subsistence farming, arts and crafts and other handwork undetermined yet. This sector provides employment opportunities to many residents and is also a source of sustenance.

3.5.1.4 Economic Resources for Informal/ SMMEs

The municipality has not established a programme to support the informal business sector. However, it is noted that the bulk of the projects the municipality has implemented deals mainly with the second economy operators. These projects are ad hoc and poorly coordinated with each other. A programme to support and build the capacity of the informal business requires some attention. Most SMMEs have had very few linkages with larger established businesses. Most of the SMMEs found in the rural hinterland of Ndwedwe are survivalist in nature and not diversified. Most of the informal traders' shelters in Ndwedwe Town are vacant suggesting that the industry is not doing well. There is minimal support from SMME support institutions. **Shelters at Ndwedwe Village SMMEs opposite Ndwedwe Offices.**

Support to business is mainly limited to that provided through Enterprise ILembe. This includes preparation of business plans, attracting investment, and offering advice to emerging businesses. Some support to emerging business can be obtained from Valley Trust or the Chief Albert Luthuli Trust. The regional LED strategy recommends the establishment of regional business centres. However, the general lack of business support services, particularly at a local level, remains problematic.

3.5.1.5 Competitive and Comparative Advantage

Ndwedwe is an area that is abundant in opportunity, but tapping on these opportunities is a challenge. Ndwedwe has abundant land of which approximately **68% fall under Ingonyama Trust**. The

challenge is that the municipality will need to access this land for the development of agriculture, commercial, tourism, manufacturing etc.

The land is flat in the east and north east parts of Ndwedwe. The excellent linkages that the area presents to surrounding towns such as Verulam through the P100, R614 from Tongaat and R74 from Stanger all allow easy access to essential services and facilities. These form part of the primary corridors and essentially provide the economic opportunities for the area. Ndwedwe is one of the four local municipalities that fall within iLembe District. KwaDukuza is the strongest municipality within the district with a good strong economic base however Ndwedwe has the ability to compete with KwaDukuza. Ndwedwe is better situated to meet the demands of Dube Trade Port as compared to Maphumulo Local Municipality and Mandeni Local Municipality. Ndwedwe is closer to Dube Trade Port which gives Ndwedwe a competitive advantage over these municipalities.

The comparative analysis of Ndwedwe and other local municipalities (within iLembe District in terms of competitive and comparative advantage) is summarized below.

Table 16: Comparative Analysis

DUBE-TRADEPORT OPPORTUNITIES	KWADUKUZA LM & NORTHERN AREAS OF ETHEKWINI	NDWEDWE LM
Construction	-high levels of skills -strong construction sector	-underdeveloped construction sector -strong informal construction sector -high level of semi and unskilled labour
Infrastructure	-excellent roads -access to water, sanitation and electricity	-P100, R614 and R74 major linkages -the Ndwedwe and Maputo corridor
Transport and logistics	-well-developed forward and backward linkages -well designed transport systems -excellent transport systems	Close to the two largest ports
Business services	-strong commercial agricultural sector -sugar mills	Strong informal sector
Agriculture		-underutilized land -available land -strong agricultural sector
Tourism	-strong tourism sector-coastal areas -well developed tourism facilities	Underdeveloped tourism sector -strong Zulu culture and heritage
Manufacturing for export	-strong manufacturing sector -close to ports -close to airport	Not well developed formal manufacturing sector; however a well-developed informal sector.
Urban Development/housing	-Rapid urbanization -Property boom	Limited development

3.5.2 Social Development Analysis

3.5.2.1 Households Services

Analysis of socio-economic indicators are essential to understand as they assist in measuring the growth of social infrastructure such as access to water, electricity, refuse removal, types of housing, types of toilets. These indicators directly and indirectly affect growth and development of the municipality. Household services in Ndwedwe are well below the district, provincial and national average. Households with flush toilets connected to sewerage in Ndwedwe declined to 4.7% in 2011 from 5.5% in 2001 (average for KZN and South Africa was 40.41% and 57% respectively in the same year). Percentage of weekly refuse removal in Ndwedwe was 2.3% in 2011 which is well below the district, provincial and national average (i.e. 34.4%, 51.53% and 62.1% respectively). Households with piped water inside dwelling increased by 6.4% to 9.3% in 2011, which again is well below the district, provincial and national average that were recorded at 23.7%, 39.96% and 46.3% respectively in 2011. In terms of electricity Ndwedwe recorded an increase as household with electricity increased from 23.9% to 37.3% between 2001 and 2011. However, this is far below some of its peers, the district, provincial and national averages. In 2011, 90.2%, 82.5%, 71.4%, 77.86% and 84.7% of the

households in KwaDukuza, Mandeni, ILembe, KwaZulu Natal and South Africa respectively had access to electricity.

3.5.2.2 Households Dynamics

The number of households in Ndwedwe increased by 14.7% to 29 200 in 2011. Household sizedecreased from 5.1 in 2001 to 4.8 in 2011 which is above the district, provincial and nationalaverages which are 3.8, 4.0 and 3.6 respectively. Majority (52.8%) in Ndwedwe are women headedwhich in fact grew from 51.4% in 2001. The number of formal dwellings impressively increased from28.9% to 48.5% in 2011. However, the number of formal dwellings in Ndwedwe is still below thedistrict (64.4%), provincial (71.6%) and national 77.6%).

3.5.2.3 Education Level

Education is a key determinant to availability of labour force. An educated population provides the needed skills to produce goods and services in an economy. For this reason, it is important to understand the education level of Ndwedwe. The number of people over the age of 20 years with no schooling in Ndwedwe declined from 39.4% in 2001 to 22.2% in 2011. People with higher education level also declined from 1.7% to 1.3% in 2011. The number of people with matric level of education increased by almost 84% to 22.1% in 2011. Likewise, the number of primary education enrolment (i.e. aged 6 – 13 years) increased from 87.8% in 2001 to 91.5% in 2011. The level of education is to be improved if the municipal area is to experience meaningful economic growth and development. Likewise, an improvement in economic development, increase in job opportunities and an improved living standard could create an atmosphere that may retain or attract its indigenous/residents to Ndwedwe and not relocate to the neighbouring municipalities.

3.5.2.4 Employment and Unemployment Patterns

The level of unemployment in Ndwedwe declined to 48.7% in 2011 from 67.8% in 2001. Amongstthe youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However,the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource,but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed inNdwedwe are in the formal sector, only4% are highly skilled, 14% are semiskilledor unskilled, 10% are skilled and8% are employed in the informal sector.This is indicative that Ndwedwe islacking high skilled labour due to its poor education level.

3.5.2.5 Employment by Industry

Agriculture sector is the largest employer of Ndwedwe population which employs 3, 585, followedby Wholesale & Retail Trade 3, 122, Government 2, 931 and Community, Social and PersonalServices 2,420. Likewise, Agriculture is the main contributor to Ndwedwe's economy with apercentage contribution of 21.1%, followed by Wholesale & Retail Trade 18.4%, GeneralGovernment 17.2%, Community, Social and Personal Services 14.2% and Construction 10.2%.Generally, these sectors have not been employing many people in Ndwedwe compared to Mandeni and KwaDukuza.

3.5.2.6 Income Levels

Approximately 46% of the population in Ndwedwe have no income. 30% earn R0 – R400 per month,23% earn R401 – R12, 800 per month, 605 people earn between R12, 801 – R25, 600, 326

people earn R25, 601 – R51, 200, 14 people earn between R51, 201 – R102, 400, 37 people earn R102, 401 – R204, 800 and only 27 people earn more than R204, 801 per month. Generally, Ndwedwe is predominantly a poverty-stricken municipality that is occupied by people with no income or below the standard minimum wage. However, several poverty alleviation projects are under implementation at Ndwedwe such as a sewing project, bakery and community gardens that aim to curb down this challenge.

3.5.2.7 HIV/AIDS Deaths and Its Impact

The health of the society plays an important role in the development and economic growth of a municipality. A municipality that is populated by an unhealthy society will divert its resources to take care of the sick whereas those same resources could have been used on other developmental issues that have the potential to lift the living standards of the people and create job opportunities. For this reason, it is important to understand the impact of HIV/AIDS in the study area. Ndwedwe recorded the second highest incidence of HIV in ILembe District with almost 16.8% of the population being infected by the virus, while Mandeni recorded the highest with 18.9%.

ILembe District initiated a number of HIV/AIDS activities in its fight against the epidemic. At Ndwedwe Local Municipal level there is an organization or institution called Medical Care Development International (MCDI) that operates in partnership with ILembe Health District, which is responsible for training the candidates available to undertake home based care particularly for patients who suffer from HIV/AIDS related diseases. This organization has presently received funding from Johns Hopkins University Center for Communication Programs to implement an HIV Voluntary Counselling and Testing Project in KwaZulu-Natal (KZN), in collaboration with a local NGO, DramAidE. There is also Ndwedwe District Child Survival Project (NDCSP) that was first initiated by MCDI as a planning grant under USAID/BHR/PVC funding in 1995. This grant supported a two-year planning period and arising from this, a second grant was awarded to support full-scale Child Survival Project activities between 1997 and 2001. The goals of the project are to reduce morbidity and mortality among children less than 60 months of age in the target area and to improve the health status of women of childbearing age by reducing the risks associated with reproduction in the same population. These goals have been addressed through a package of maternal and child health care interventions (including immunizations, control of diarrheal diseases, pneumonia case management, and maternal and newborn care) operating at the facility and community level, within the context of an integrated, coherent and effective District Health System. In 2000, a multi-faceted HIV/AIDS intervention was funded that focused on three types of initiatives: 1) preventing new cases through community and school-based prevention programs; 2) strengthening the capacity of families and communities to meet the needs of orphans and children affected by AIDS; and 3) support and supervision of home-based care for people living with AIDS (PLWA).

Key Findings: Socio-Economic Analysis

- Households with flush toilets connected to sewerage in Ndwedwe declined to 4.7% in 2011 from 5.5% in 2001;
- Percentage of weekly refuse removal in Ndwedwe was 2.3% in 2011 which is well below the district, provincial and national average (i.e. 34.4%, 51.53% and 62.1% respectively);
- Households with piped water inside dwelling increased by 6.4% to 9.3% in 2011;
- Electricity connection in Ndwedwe increase from 23.9% to 37.3% between 2001 and 2011; The number of households in Ndwedwe increased by 14.7% to 29 200 in 2011;

- Majority (52.8%) of households in Ndwedwe are women headed which in fact grew from 51.4% in 2001;
- The number of people over the age of 20 years with no schooling in Ndwedwe declined from 39.4% in 2001 to 22.2% in 2011;
- Majority 76.6% of the population have no schooling or are lower than metric level of education;
- Approximately 58.3% of the youth in Ndwedwe are unemployed;
- Approximately 46% of the population in Ndwedwe has no income; and
- Ndwedwe recorded the second highest incidence of HIV in ILembe District with almost 16.8% of the population being infected by the virus.

3.5.3 Local Economic & Social Development: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • It is relatively close to major cities and towns in the province • Location between Africa's two great ports and its excellent transport infrastructure; • A diverse and rich cultural heritage has potential broad international appeal; • Bhambatha Rebellion Route; • The N2 corridor from Durban to Maputo, which already transports more than 1m tourists per year through the ILembe Region; • Commercial Farming areas in the eastern part of the municipality Subtropical climate conducive to high agricultural yield; • Proximity of the municipality to the sea; • High percentage of arable land; • Kaolin mining that is currently taking place; • Recently surfaced road (P100); • Existing agricultural land; • Minerals; • Arts and Craft potential; • Good weather; • Close proximity to EThekweni Municipality; • The existing agricultural potential; • The taxi rank and market stores; • Farming equipment handed out to the community by the municipality; • The already existing community facilities such as schools, halls, clinics and houses; • Community radio station; and • Some of the areas are already serviced with electricity. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Proposed link between Ndwedwe and Maphumulo Municipality; • Poverty reduction agricultural projects and agri-processing projects; • There are HIV/AIDS organizations already established; • There is a potential to undertake kaolin mining; • Increasing employment opportunities in agriculture, government, and informal sectors; • Most housing projects are under implementation; • Potential to improve the Glendale area; • Investors keen to fund Eco-Tourism projects; • DEDT keen to fund good LED relate projects; • There are opportunities to diversify agricultural activities; • There are opportunities to expand the markets such as arts and craft (i.e. bead work and pottery), tourism (i.e. Nhlankazi mountain, the stone of Ndikimba, Nsuze and Coby Hill Lodge); • There is sufficient thresh hold population to support the development of the shopping centre; • The growth and development of young contractors due to the upgrading of roads that is currently taking place; • There already formed organizations across all the economic sectors targeting economic growth objectives; and • Section departments have proposed services to be rendered at Ndwedwe Local Municipality.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Roads and services need upgrading and regular maintenance to reach tourist attractions and this requires high levels of commitment and resources from municipalities; • Land under traditional authority which makes municipality not have readily access to land for development; • Concerns over the ability to maintain a relatively pristine environment necessary for successful tourism initiatives and further high-income residential developments; • The formal economy or lack of effective demand, 	<p>Threats</p> <ul style="list-style-type: none"> • Concerns with the proposed rural housing projects and the ability of the infrastructure to cope; • HIV/AIDS represents a serious economic threat throughout the area as it impacts on labour productivity; • The general lack of communication, networking and linkages between businesses and emerging enterprises which are not being integrated into the local mainstream economy; • Lack of coordination amongst all stakeholders in the local economy of Ndwedwe, which kills the economy;

<p>inadequate infrastructure, land tenure and business premises, lack of inward and outward communication and marketing information,</p> <ul style="list-style-type: none"> • Lack of reliable infrastructure such as roads, electricity and water; • Lack of communication due to poor infrastructure; • Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered by government departments and outsourcing opportunities by established business; • Lack of start-up capital and no frame-work for access to financial resources; • Lack of access to adequate and appropriate services; • Dependence on neighbouring economies like Durban and Richards Bay; • Economic growth is hampered by income leakages to these established economies; • The Department of Art, Culture and Tourism does not have plans for the Ndwedwe Local Municipality; • There are no proper structures to co-ordinate LED activities and strategies that involve the public and private sector, and civil society; • There is very little synergy between the different stakeholders, both private and public-private, Poverty incidence within the municipality; • Equipment to practice farming are not sufficient; • Lack of training and skills development centres; • 46% increase in the proportion of the households earning no income (as percensus 2011), • Steep fragmented topographic conditions resulting into isolated settlement pattern; • Shortage of tourism, manufacturing, and construction sector development resulting in decreasing employment opportunities; • Housing backlogs; • Lack of the programmes to support both formal and informal business sector development; • Education and skills development programmes are weak; • Lack of communication between the SMMEs and the established businesses; • Lack of health facilities, people have to travel long distances to reach the nearest facility; • Underutilization of land; • Lack of housing delivery and the existing are leaking and vulnerable to explosion; • Lack of co-ordination within government departments; and • Lack of petrol filling stations. 	<ul style="list-style-type: none"> • Ndwedwe people do not have the relevant skills required in the employment opportunities available in the area and a result labour is imported from the other areas and Ndwedwe people end up moving out of the area for employment opportunities; • Skilled people prefer working in big cities due to the underdevelopment of Ndwedwe; • Crime is an issue; and • Ndwedwe experiences natural disasters such as hail which destroys their residential structures.
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Table 16: LED SWOT Analysis

3.6 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.6.1 Financial Viability & Management Analysis

3.6.1.1 Introduction

The Ndwedwe Municipality has recognised that to be successful the IDP must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to

ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

Consequently the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 3 year period
- Financial issues
- Detailed 3 year financial action plan
- Multi-year budgets
- Capital and investment program

3.6.1.2 Financial Strategies

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below.

3.6.1.3 General

- **Socio – economical responsibility**

All aspects of matters relating to financial matters will take cognisance of Councils' social responsibility. Council will review its Supply Chain Management Policy to be in line with the latest SCM regulations, as last reviewed in December 2011, in order to address socio-economic factors of its community. The Municipality's SCM policy should attempt to transform and empower economic lives of people of South Africa.

- **Strengthening investor and consumer confidence**

Council's main aim is to increase investor and consumer confidence by building on the sound financial base through development and implementation of finance related policies. This will be demonstrated by healthy cash reserves, investments in accordance with the Municipality's Banking and Investment policy, and ensuring that procurement is done through the Municipality's SCM policy. It is envisaged that proper application of the Municipality's SCM policy will in the long term contribute to the betterment of the community through investment and increased employment opportunities.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for the Municipality, adhere to minimum competency requirements, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

- **Financial Resources**

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below:

Capital expenditure:

- Internal borrowings using existing funds
- External borrowings
- Grant funding from both National and Provincial government
- International funding
- Public/ private partnerships
- Disposal of un-utilised assets

Operational expenditure:

- Normal revenue streams
- Short term borrowings:
 - Internal
 - External

- **Revenue enhancement strategy**

The Ndwedwe Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Such various alternative streams include:

- Implementation of New **Municipal Property Rates Act**, a new valuation roll has been developed for implementation on 1 July 2014, and with updated rate payers' addresses, it is believed that collection rate will improve.
- **Traffic department**, it is the plan of the Municipality to establish Traffic department which will fine road offenders, and assist with licensing of vehicles, thereby collecting some revenue.
- **Investment** of un-utilised funds, all excess cash that will not be used in the month must be invested in accordance with the Municipality's Investment policy, in order to collect as much interest on investment as possible.

- **Asset management**

It is important to maintain a regular inventory of property, plant and equipment, giving rise to the need for development of maintenance plan for the Municipality's infrastructure assets, the need to replace the Municipality's deteriorating fleet. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as previously indicate

- **Financial management**

Council is committed to sound financial management and the maintenance of a healthy economic base. Financial management policies and procedures for the entire municipality will be implemented.

In addition, financial management systems and procedures will be reviewed to update the following:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit risk management
- Investment policies
- Supply chain management policies
- Supplier payment periods
- Supplier selection and monitoring procedures

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. Council has geared itself towards clean audit opinion in 2014/2015 financial year, and to achieve this, the Municipality has tasked itself with ensuring that there are no repeat findings in 2014/2015, and measures are put in place to ensure that all financial and compliance possible findings are addressed immediately, if not avoided completely. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

- **Capital financing**

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Statutory funds for fund specific projects
- National and provincial government funding for medium term and long term projects
- External borrowings for long term revenue generating and strategic projects

- **Operational financing**

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. It is Council's intention to maintain a strong economic base by buying on good working capital management including appropriate budgeting for working capital.

- **Cost effectiveness**

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres has been explored and has proven to work in the Planning section of the Municipality, and will still be implemented in 2014/2015 financial year.

3.6.2 Financial Viability & Management: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Sound liquidity of the Municipality – cash and cash equivalents of the Municipality more than cover total liabilities of the Municipality, meaning the Municipality doesn't rely on discounting its debtors to meet its current and long term debt commitments. • Un-qualified audit opinion – the Municipality has managed to achieve and maintain an un-qualified audit opinion for the past three consecutive years, and that translates to sound running of the Municipality, and gives the community some confidence in the Municipality. 	<p>Opportunities</p> <ul style="list-style-type: none"> • New motor graders and tipper trucks – with recent acquisition of two new motor graders, and anticipated two new tipper trucks, prospects of improved service delivery have really been increased. • New fleet – 17 new vehicles have been budgeted for, and it is believed that these new vehicles will go a long way in reaching community of Ndwedwe, and thereby improving service delivery. • New posts created and budgeted for – with the creation and budgeting for these new posts, it is believed that service delivery will be enhanced. • Caseware training – two employees have been trained on using Caseware accounting system, and this will enhance the Municipality's quality of financial reporting, and the Municipality will be able to prepare its own set of Annual Financial Statements, without using consultants.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Non-availability of some policies – the Municipality still does not have some of the critical budget related policies, for example, Subsistence and Travelling Policy, and this policy impacts heavily on the municipal budget. • Limited office space – whilst the need for more staff members is evident when looking at the Municipality's organogram, it is still difficult to address this issue because of insufficient office space. Newly appointed employees will have no offices to work in. • Low collection rate – the Municipality's collection rate is currently sitting at 30%, meaning the Municipality is losing about 70% of uncollected revenue. • Grant dependency – the Municipality is heavily grant-dependant, operating budget is about 90.49% funded by grants, and with the low collection rate, this is not about to change any time soon. 	<p>Threats</p> <ul style="list-style-type: none"> • Instability in top management – continued suspension of the Municipal Manager, without reaching any finality on the matter, has a potential of denting investor confidence in the Municipality. • Electricity and water backlogs – there has been a number of demonstrations by angry community with regards to electricity and water backlogs, and through inter-governmental relations, functions that are not ours, can still be addressed. • Audit findings – operation clean audit might be dealt a blow if the Municipality does not address findings raised in prior years and prevent new findings.

Table 17: Financial Viability SWOT Analysis

3.7 GOOD GOVERNANCE ANALYSIS

3.7.1 Good Governance Analysis

3.7.1.1 Introduction

Good governance in a municipal context relates to the process whereby Municipalities conduct and govern its affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation and responsiveness to the need of the people. Consultation with stakeholders is a

continuous process in Ndwedwe Local Municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

3.7.1.2 Operation Sukuma Sakhe

Operation Sukuma Sakhe is the Programme initiated by the Premier of KwaZulu Natal which is implemented in all Districts in the Province. It is a call for the people of KwaZulu- Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB.

The OSS Programme is done in partnership with the community to work together to rebuild the basics of the society and the nation. Each Government Department in the District is represented in the District Task Team of the Operation Sukuma Sakhe which meets every alternate Tuesdays. Other Stakeholders in the OSS includes Non-governmental Organizations and Business Sector. At a Local Level, each Municipality must establish Local Task Team. The LTT of Ndwedwe meets every Wednesday to receive war room reports, government departments' reports and develop strategic plan for intervention in critical areas based on the war room reports receive by the LTT Members.

The Operation Sukuma Sakhe as is headed by the Premier in the Province and is headed by the District Mayor in the District and by Ndwedwe Mayor at a Local Level. The Manager PMS & Special Projects is then responsible for the implementation of the Operation Sukuma Sakhe Programme in Ndwedwe.

The Chairperson of War room is Ward Councillor who also chairs the ward committee. Government Departments and other stakeholders get needs of the community which are mainly social problems at war room meeting. These challenges are discussed and interventions are done at a war room level by government departments who attend these meetings. If the challenge requires other sphere of government or other stakeholders, it is cascaded to LTT level or DTT level government departments are also represented. Operation Mbo is one of the strategic interventions that are done where all government departments attend with community members at ward level to give them what they need.

3.7.1.3 Inter-governmental Relations (IGR)

The Ndwedwe Municipality is part of the IGR structures in the Ilembe District Municipality (IDM). IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programme and or projects that are inter-reliant as provided by the IDPs.

There are 10 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National sector Departments. Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcomes.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum).

3.7.1.4 Municipal Structures

- **Ward Committees**

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. All the wards within Ndwedwe Local Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. Ndwedwe has 190 *Ward Committees Members* within 19 wards. The ward committees in the Municipality are largely functional with the support they receive from municipality and COGTA.

- **Council Sitings**

The Council of the Ndwedwe Local Municipality consists of 37 Councillors, of which 19 are ward councillors directly elected by Community and 18 councillors which are elected by Political Parties to be represented in Council.

Membership of the Council is made up of:-

- 25 African National Congress Councillors;
- 5 Inkatha Freedom Party Councillors;
- 5 National Freedom Party;
- 1 Democratic Alliance Councillor; and
- 1 African Peoples Convention Councillor.

To ensure compliance with the legislative requirement that the Council meet at least quarterly, however the Council can meet at any time to consider special items on the agenda. However, in order to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. It has otherwise delegated to its Executive Committee power to exercise all powers of the Council in respect of matters not specifically excluded from delegation in terms of Section 160 (2) of the Constitution and Section 59 of the Systems Act.

In order to facilitate maximum participation by Councillors in the decision making processes of the Council and its Committees, all Councillors are provided with copies of the agenda and minutes of all meetings of the Council, its Executive Committee, its Portfolio Committee and its Sub-Committees and Task Teams.

• The Executive Committee

Ndwedwe Municipality has established an Executive Committee consisting of eight Councillors. Although the manner in which the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa, which requires that:-

“Members of a Municipal Council are entitled to participate in its proceedings and those of its committees in a manner that:-

- Allows parties and interests reflected within the Council to be fairly represented;
- Is consistent with democracy; and
- May be regulated by national legislation.”

In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:-

- African National Congress: 5 Councillors;
- Inkatha Freedom Party Councillor: 1 Councillor; and
- National Freedom Party: 1

The Executive Committee holds ordinary meetings once a month with additional special meetings convened as and when necessary.

The Terms of Reference of the Executive Committee require that, amongst other things, it:-

- perform the functions of an Executive Committee set out in the Local Government : Municipal Structures Act, 1998;
- take such action as may be necessary to ensure compliance by the Council with all legislation relating to or affecting local government
- exercise all Powers of the Council which may be delegated by the Council in terms of the Constitution or any other law and which has not been delegated or assigned to any Municipal Functionary or municipal employee or is not deemed to be so delegated or assigned in terms of any law;
- consider and determine any particular matter or issue or any matter of policy referred to the Committee by the Municipal Manager;
- 5 take any necessary or incidental decisions for the management or administration of any resolution of the Council.

• Portfolio Committees

The iLembe District Municipality has established five Portfolio Committees to assist the Executive Committee, these being:-

- Finance Portfolio Committee;
- Infrastructure and Technical Portfolio Committee;
- Economic Development and Planning Portfolio Committee;
- Amenities, Safety and Security Portfolio Committee; and
- Local Public Administration and Labour Relations Committee.

Each of the Committees has defined terms of reference covering the whole range of the functions of the Municipality. The Portfolio Committees meet once per month and the

recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee. Portfolio Committees do not have any delegated powers. In addition, in view of the priority to which the Council affords Economic Development; it has established a Municipal Entity to focus on Economic Development in the District. The activities of the Entity are monitored by the Economic Development and Planning Portfolio Committee.

- **Sub-Committees**

The Council has also established a number of Special Purpose Committees and Sub-Committees, including:-

- Budget Committee;
- Local Labour Forum;
- Youth Sub-Committee;
- Gender Sub-Committee;

- **Municipal Public Accounts Committee (MPAC)**

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs the Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councillors of the Municipality, who are not members of the Executive Committee. The Chairperson of the Committee is appointed by the Council from amongst the members of the Committee.

The Committee examines:-

- the financial statements of all executive organs of Council;
- any audit reports issued by the Auditor General on the affairs of the Municipality and its Municipal Entity.
- any other financial statements or reports referred to the Committee by the Council;
- the annual report on behalf of the Council.

It also:-

- reports to the Council, through the Speaker, on any of the financial statements and reports referred to above;
- develops the annual oversight report based on the annual report;
- initiates any investigation in its area of competence; and
- performs any other function assigned to it by resolution of the Council.

- **Audit and Performance Management Committee**

The Council is required by law to establish:-

- an Audit Committee;
- a Performance Management Audit Committee; and
- a Risk Management Audit Committee.

The law does, however, permit the Council to appoint a single Committee to perform all of those functions. Ndwedwe Local Municipality has followed that route and has established a single Financial and Performance Management Committee to perform all of those functions. The Audit Committee operates under a Charter approved by the Council and submits reports on its activities to the Council twice annually. However, to improve communication between the Audit Committee and the Council, the Mayor and the Chairperson of the Municipal Public Accounts Committee have a standing invitation to attend all meetings of the Audit Committee.

- **Internal Audit Capacity and Functionality**

The Municipality has an Internal Audit Unit which operates in terms of an Audit Plan developed by the Audit, Performance Management and Risk Committee.

3.7.2 Public Participation Analysis

The strategic mission of the Public Participation Unit is to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals in support of their obligations;
- Effectively planning and overall co-ordination and monitoring public participation process through activities of public hearings and Public meetings;
- Ensuring effective functioning of Ward Committees in the district;
- Liaising with other state departments in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance and intergovernmental relations Framework Act, 2005;
- Rendering support services, speech writing, protocol and ceremonial services, services to the Speaker, Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

The Municipality is currently in the process of reviewing its Public Participation Strategy. It recognizes the benefits of public participation in its activities. These benefits are:

- Increased level of information in communities
- Better need identification for communities
- Improved service delivery
- Community empowerment
- Greater accountability
- Better wealth distribution
- Greater community solidarity
- Greater tolerance of diversity

Currently, the municipality conducts its public participation through the following structures:

IDP Representative Forum: this Forum is constituted by Ward Councillors, Ward Committee Members, Traditional Leaders, Community Development Workers (CDWs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs); District Municipality, Sector

Departments, State Owned Enterprises (SOEs), etc. This Forum is consulted in respect of the IDP, PMS, budget, and other strategic decisions by the municipality. The Forum is able to sit two or three times in a financial year. The attendance of the meetings of the Forum has increased considerably over the years. The challenge remains on the part of the government departments and SOEs to honour invitations

Mayoral Izimbizo: the Izimbizo is one way of involving the communities to the activities of the municipality. The communities are normally consulted at this level when the Mayor tables the IDP and Budget. This financial year, the Izimbizo will be improved to include a systematic reporting to the communities in respect of IDP-Budget Implementation, etc. It is, however, important to note that the Izimbizo are not a replacement of IDP forums, but are complementary in their nature.

District Forums: Ilembe District Municipality has, on more than one occasion, held successful forums/Izimbizo. This is particularly important considering that the District is directly responsible for the delivery of water and sanitation functions.

Ward Committees: since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's Office is currently considering making a serious performance audit of these structures. This would ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation.

Community Development Workers (CDWs): the CDWs have proven to be very useful in terms of ensuring successful service delivery. These are responsible for community-based planning and Ward Plans. They are also assisting in information gathering for ward committees and providing a general support to ward committees in advising residents on how to solve their problems. However, there is room for improvement in terms of leveraging the development support and role of CDWs in the administrative machinery of the municipality.

Joint Co-ordinating Committee (JCC) (Synergising partnership between local government and traditional councils): since the Department of Local Government and Traditional Affairs started this initiative; the municipality took the opportunity to ensure that there are systematic working relations between itself and traditional councils. The meetings of the JCC have proven to be successful since the inception of this partnership. There is, however, a need to ensure that both councillors and Amakhosi are trained to ensure that the partnership becomes a success. Such training is going to start at the level of clarifying roles and functions, i.e. ground rules for effective partnership.

Municipal Staff (Public Participation Officers): The Office of the Speaker is responsible for public participation. However, this Office cannot function effectively if it is not assisted by dedicated personnel. To that effect, the municipality has appointed two Public Participation Officers.

The review of the Public Participation Strategy would reinforce the current culture of participation by systemically channeling all the efforts to a much more effective participation.

3.7.3 Good Governance & Public Participation: SWOT Analysis

Strengths <ul style="list-style-type: none"> • Effective Ward Committee System. • Audit Committee, hence clean audit. • Strong Sector Involvement. • Community Involvement in Decision Making. 	Opportunities <ul style="list-style-type: none"> • CDWs (available resource at local ward level) - to assist with reporting. • Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure.
Weaknesses <ul style="list-style-type: none"> • Limited human resources to serve Ndwedwe Community • Uneven Topography, some areas are not accessible for service delivery and community consultation. • Some Structures are not capacitated to take over their tasks. • Communication timeframes with community. 	Threats <ul style="list-style-type: none"> • Lack of communication with internally and external stakeholders might lead to community unrest.

Table 18: Good Governance SWOT Analysis

3.8 KEY CHALLENGES

- There are no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area.
- Overcoming difficulties in accessing tribal land for development opportunities.
- The backlog in the provision of basic services such as water, sanitation, electricity, and housing.
- Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality.
- Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, and cost-efficient housing.

(D) CHAPTER 4: VISIONS, GOALS, OBJECTIVES & STRATEGIES

4.1 MUNICIPAL LONG TERM VISION

Our vision, mission and values are underpinned by Council vision to see Ndwedwe Municipality providing first class service delivery by year 2030.

OUR 2030 VISION

“NDWEDWE: A Municipality of hope, dignity and prosperity”

OUR MISSION

“Our mission is to promote a quality and sustainable delivery of municipal services by:

- Involving communities in the development;
- Forging strategic alliances and partnerships between the municipality and government departments, NGOs, CBOs, Private Sector to ensure speedy and co-ordinated delivery”

OUR VALUES

The operations of the Municipality will be underpinned by the following key values:

- Accessibility
- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy
- Integrity
- Employee development
- Respect

4.2 GOALS, OBJECTIVES AND STRATEGIES

The Ndwedwe IDP is linked to the National Outcomes and PGDS Goals which are listed below:

Outcome 1: Improve the quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 3: All people in South Africa are and feel safe

Outcome 4: Decent employment through inclusive economic growth

Outcome 5: A skilled and capable workforce to support an inclusive growth

Outcome 6: An efficient, competitive and responsive economic infrastructure network

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all

Outcome 8: Sustainable human settlements and improved quality of household life

Outcome 9: A responsive and accountable, effective and efficient local government system

Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced

Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World

Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

The PDGS provides KwaZulu- Natal with a responsive strategic framework for accelerated and shared economic growth through catalytic and development interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.





FIGURE 1: KZN GOALS

Listed in the table below is the Ndwedwe Local Municipality 5 Year Strategic Objectives:

FINANCIAL VIABILITY AND MANAGEMENT			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
9: Responsive, accountable, effective and efficient local government system	Governance and Policy Compliant Local government	Ensure Municipal Financial Viability	To prepare GRAP compliant annual financial statements
			To implement GRAP compliant fixed assets register
			To ensure that the Municipality complies with the laws and regulations
			To achieve and maintain a clean audit opinion and clean administration
		Revenue Enhancement	To implement Credit Control Policy
			To implement Municipal Property Rates Act
			To establish Traffic Department
		Re-alignment of the Finance Department Organogram	To review Finance Department Organogram to ensure that the department is sufficiently staffed to perform its function effectively
			Minimum competency for all staff members to ensure competent staff are employed and retained

Table 19: Financial Viability and Management

LOCAL ECONOMIC DEVELOPMENT AND PLANNING			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
4: Decent employment through inclusive economic growth	1: Job Creation	Development of a resilient local economy that creates sustainable decent jobs and reduces poverty	To review institutional arrangements appropriate for the achievement of local economic development objectives
			To create municipal capacity (both internal and external) to implement projects identified in each economic sector
			To facilitate municipal support programmes for the SMEs and Co-operatives
7: Vibrant, equitable and sustainable	7: Spatial Equity	Facilitate Spatial Alignment and co-ordination through responsible	To facilitate the finalisation of the Ndwedwe town establishment programme
			To facilitate the implementation of sustainable environmental programmes to support green economy

<i>rural communities and food security for all</i>		development that is sensitive to sustainable environmental management and conversation	To create appropriate institutional environment for the implementation of LUMS and SDF principles, especially in areas of Ingonyama Trust Board (ITB)
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Table 20: Local Economic Development and Planning

GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
9:Accountable, Effective and Efficient Local Government System	6: Governance and Policy	Promote good governance and public participation	To conduct quarterly and annual assessments of the functionality of the ward committees
			To fill the vacant post of the communications manager to attend to improving communication with internal and external stakeholders
			To conduct assessments regarding the functionality of all municipal structures on continuous basis
			To review the Public Participation Strategy

Table 21: Good Governance and Public Participation

BASIC SERVICES AND INFRASTRUCTURE			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
8:Sustainable human settlements and improved quality of household life	4: Strategic Infrastructure	Facilitate the provision of sustainable infrastructure delivery	To fill all vacant posts which are critical for the directorate of infrastructure to implement its programmes in particular the MIG
			To facilitate the eradication of backlogs on households infrastructure services such as electricity, water and sanitation
			To facilitate the implementation of the bulk infrastructure provision in the Ndwedwe town in order to attract investments
9: Accountable, Effective And Efficient Local Government System	1: Job Creation	Creation of jobs	To create job opportunities through EPWP

Table 22: Basic Services and Infrastructure

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
National Outcomes	KZN Strategic Goals	Ndwedwe LM Goals	Strategic Objectives for 5 years
5:A skilled and capable	3: Human Resource	Facilitate institutional	To progressively re-align the municipality's organogram to fit in with its vision and strategic objectives

workforce to support an inclusive growth path	Development	transformation and organizational development	To fill all critical positions to ensure municipal stability and improved service delivery
			To address gender and employment equity through the recruitment processes of the municipality
			To continuously provide skills development to staff and councillors

Table 23: Institutional Transformation and Organisational Development

(E) CHAPTER 5: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

5.1 STRATEGIC MAPPING

5.1.1 SPATIAL DEVELOPMENT FRAMEWORK

5.1.1.1 Corridor Development

The major structuring element for determining the existing and future concentration of development, activity and investment in the Ndwedwe Municipality consists of an access and movement hierarchy that has been established through the major internal and external provincial linkages. The sections below depict the roads forming part of this hierarchy, as well as proposed interventions linked to each of these roads.

5.1.1.2 RIFSA Classification

Within the rural municipalities, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status.

The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities.

The revised approach to the classification of roads in South Africa is predicated on the following principles:

- Work from the bottom end of the road hierarchy upwards.
- Base the classification on:
 - The primary function of the road – recognizing the different roles of the road i.e. provision of mobility and/or accessibility or a combination of these factors.
 - Whether the specific road is "intra" or "inter" the administrative area of a specific authority.
- The approach should foster local participation and the delivery mechanism should be at as low a level as practical, i.e. responsibility should be assigned to the lowest level most intimately affected.
- The classification should be attuned to the current realities and needs in the country.

Table 24: RIFSA Classification

Functional Class	Description
Class 1	Roads, which form the principal avenue of communication: - <ul style="list-style-type: none"> i. Between and through major regions of South Africa ii. Between provincial capitals and key towns which have significant national economic/social interaction iii. Between South Africa and adjoining countries, and iv. Whose main function is to provide access to major freight terminals, including ports?
Class 2	Roads not being class 1 whose main function is to form an avenue of communication: - <ul style="list-style-type: none"> i. Between important centers and between class 1 roads and key towns within a specific province, on a province -wide basis. ii. Between important centers, within a specific province which have a significant economic, social tourist or recreation role (e.g., tourism and resource development).
Class 3	Roads other than class 1 or 2 roads, whose main function is to provide the principle arteries for intra-metropolitan traffic and freight movements.
Class 4	Roads, which are not class 1, 2 or 3, are roads whose main function is to carry inter-municipality social, commercial and industrial traffic within specific metropolitan and district municipality areas.
Class 5	Roads whose primary function is to collect and distribute all traffic within local municipality areas including developing townships and to provide access to the wider road network, as well as the abutting properties.
Class 6	Roads, often undesignated, whose function is to provide the only access to scattered rural settlements and communities of up to 500 persons and which primarily serve local social services as well as access to markets and generally form the first phase of the journey for commuters and migrant workers. These roads will often form part of a rural infrastructure development framework.
Class 7	This category comprises special purpose public roads which cannot be assigned to any other class above and which are provided almost exclusively for one specific activity or function such as recreational, forestry, mining, national parks or dam access, for example.

Source: Road Infrastructure Strategic Framework for South Africa, 2002

As indicated the above classifications will have an impact on the maintenance responsibilities and activities associated with a road. These classifications have not yet been made applicable to the roads within the Ndwedwe Municipality. The current "Classification" of roads is discussed in the sections below.

It is further necessary to distinguish between a movement corridor and a development corridor, as different functions and development approaches are applied to these roads. The term “activity corridor” or “Development Corridor” is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

It is therefore possible to have short stretches of Development Corridors along a movement route such as the P100 which is the main movement route of the Municipality, as well as the only road along which intense economic activities takes place.

A movement corridor on the other hand provides for high accessibility and constant flow of movement between nodes and areas situated some distance from each other.

5.1.1.3 Primary Movement and Development Corridor

These routes provide the major internal and external linkages, and are proposed to consist of:

- The existing R74 from Stanger via Ashville to Kranskop
- The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg
- The P100 from Verulam to the Ndwedwe Village and back to Inanda
- A new north-south link road, although based substantially on a series of existing local roads, connecting to the P100 at Mkhukhuze in the south to the Maphumulo Village in the adjacent municipality, creating inter alia a new interceptory point at Qinisani.

Public interventions envisaged relates to:

- a) Movement Corridor: Constant Inter Governmental communication and co-ordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- b) Developing localised Corridor Development Strategies (where R33 passes through towns/urban areas which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points, as distribution strategy between rural settlements and nodal areas.
- d) This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

5.1.1.4 Secondary Economic Linkages

The secondary corridors, provides major internal interconnection between the various development areas and components, and are proposed to consist of:

- The Ndwedwe – Osindisweni Road
- The Mkhukhuze – Montebello Road
- Roads from the P100 to Tafamasi and Zimpondweni
- The Emona – Sonkombo – KwaNodwengu – Ozwathini Road linking in the north to the R614
- Roads from Bhamshela to KwaThayela and the D890 further to the north
- The road from the Qinisani area to Ashville,
- The road from St. Martin to Shakaskraal
- The road from the R74 to Doringkop.

Public interventions envisaged in this area relate to:

- a) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- b) Ensure multimodal transport integration occur along these roads at key points.
- c) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

5.1.1.5 Tertiary Corridors

The tertiary corridors, provide major local linkage and connecting local communities into the primary and secondary corridor system, the more significant roads are indicated in the SDF but are too numerous to mention here.

Public interventions envisaged in this area relate to:

- a) Maintenance of roads to allow for ease of access to main/major transportation network.
- b) Ensure multimodal transport integration occur along these roads at key points.

5.1.1.6 Agricultural Corridor

A high number of agricultural activities are located directly north of Ndwedwe Municipality, with firms such as Pannar Seeds also operating from this locality. In addition to this, a large portion of the western side of Ndwedwe Municipality is regulated by Act 70 of 1970, and is a high potential agricultural area. With the close proximity to the Dube Trade Port, an agricultural corridor, for the purpose of transport and export of agricultural produce is proposed to traverse the municipality in a north south direction, along the following route.

Public interventions envisaged in this area relate to:

- a) Establishing / Expanding Agro-Processing facilities:

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market – in other words, beneficiation of primary agricultural commodities.

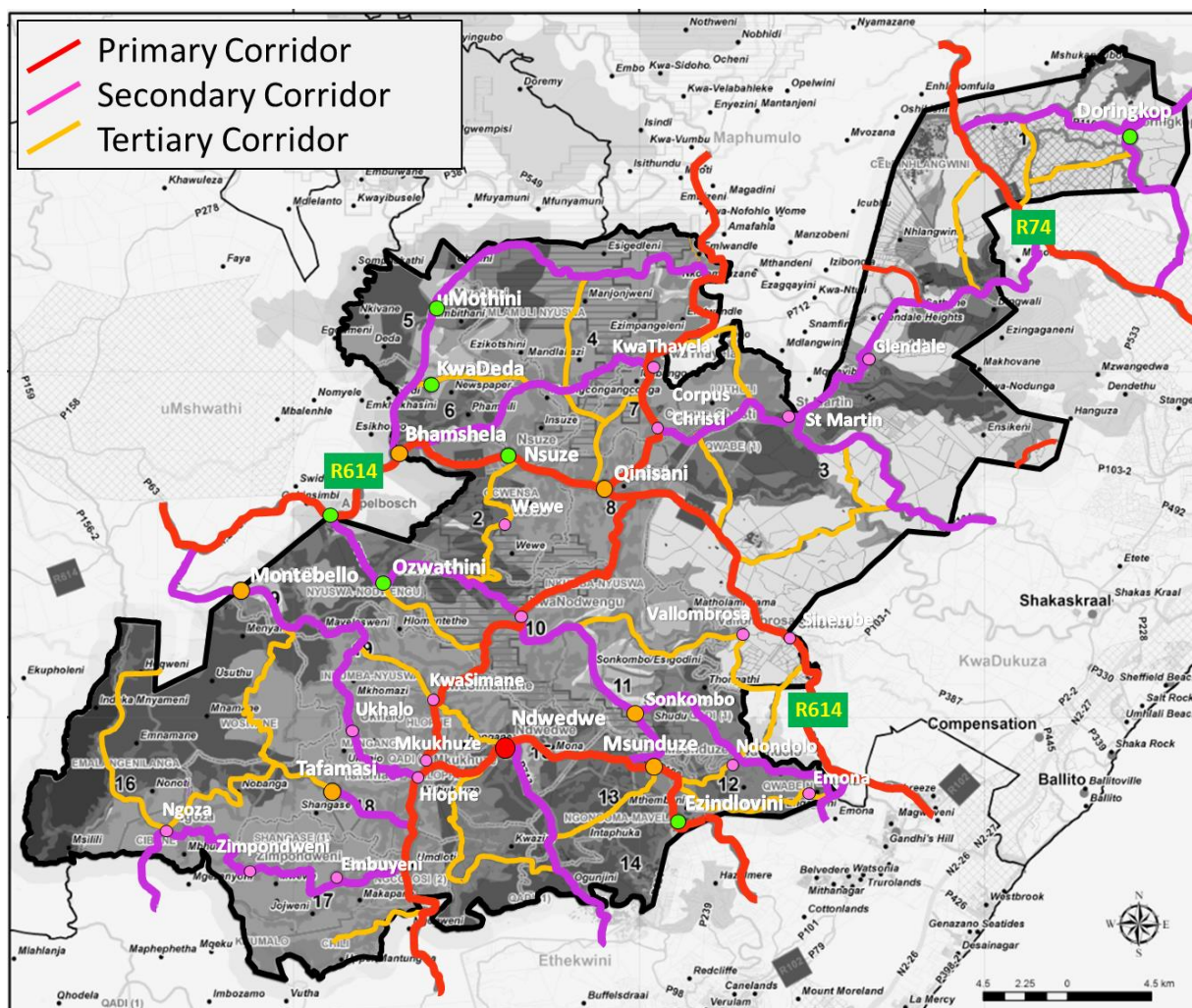
- b) To involve communities in agro-processing the following option can be considered:

Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

- c) Expansion of trade opportunities related to agricultural activities – formal and informal.

The figure below highlights the proposed corridors for the Ndwedwe Local Municipality.

Figure 2: Ndwedwe SDF – Proposed Corridors



Source: Black Balance Projects, 2013

5.1.1.7 Nodal Development (Service Centres and Activity Points)

The concept of a hierarchy of activity and service nodes has been established earlier suggesting inter alia that interceptory points at primary, secondary and tertiary corridors would be the ideal location for the relevant nodes, providing services and opportunities at various levels. The following nodal hierarchy is proposed to be implemented in the Ndwedwe Local Municipality.

The sections below depict the functions and proposed provision of facilities at the nodes.

Table 25: Classification of Nodal Hierarchy

Primary Node	Serve as administrative and economic centre. Provides Services, facilities, amenities and economic opportunities for the entire municipality
Secondary Centre	Serves as services distribution point and localised economic centre Other major intercept point locations serving each a portion of the

	municipality and providing services for such areas
Tertiary node	Serves as area for delivery of supplementary services. Consisting of strictly local nodes serving individual communities and areas.
Quaternary Nodes (Rural Settlement Cluster)	Serves as an area for basic service delivery and within the context of Ndwedwe Local Municipality is situated entirely on land in ownership of the Ingonyama Trust.

Source: Black Balance Projects, 2013

The table below highlights the nodal areas and its hierarchy within the Ndwedwe Local Municipality. It further highlights the role of the nodes as depicted in the “Urban Edge” demarcation study of the Department of Rural Development and Land Reform.

Table 26: Proposed Nodes

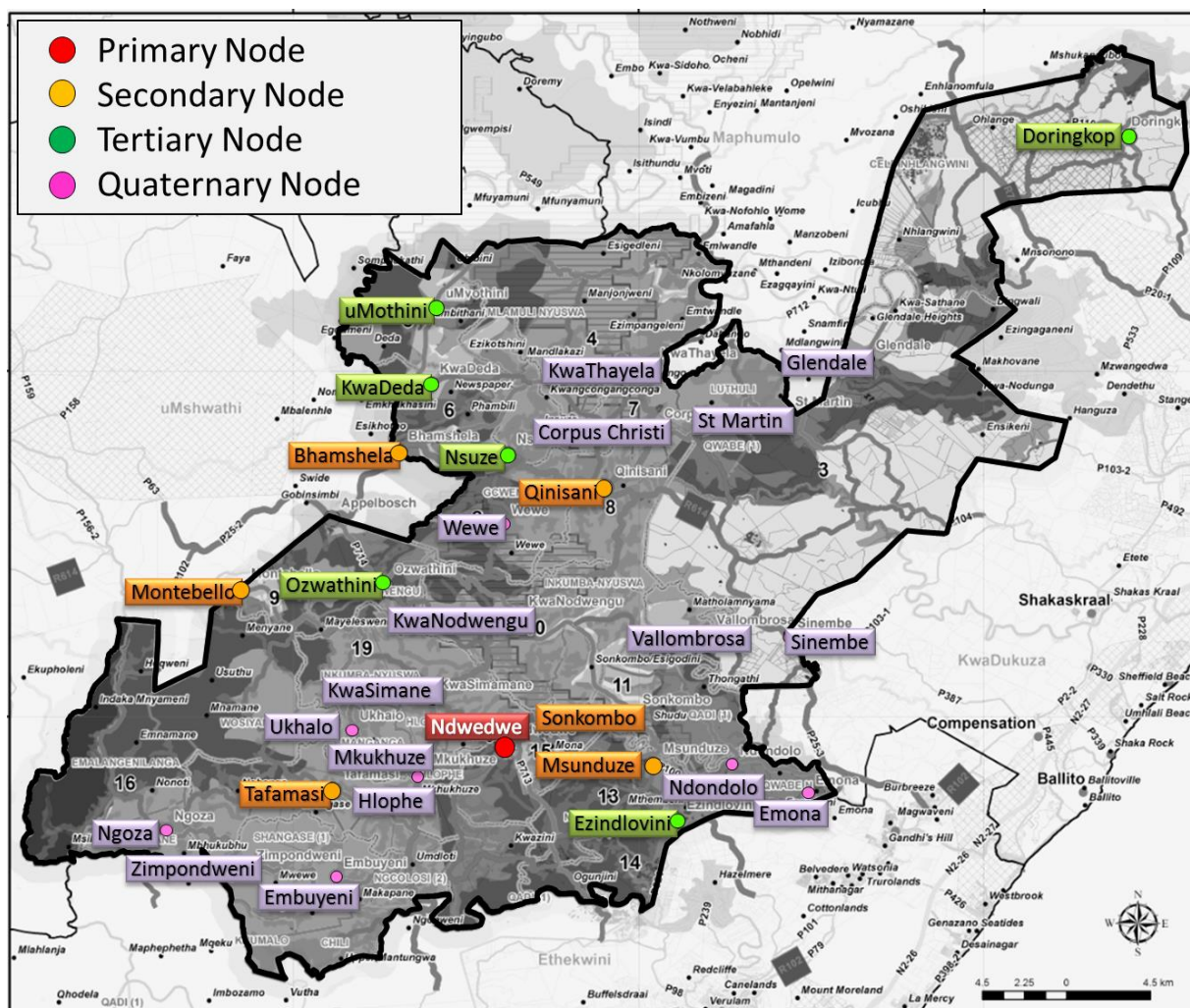
NDWEDWE SDF NODES	Urban Town Centre	Urban Village Centre	Rural Town Centre	Rural Village Centre	Rural Cluster Service Point
PRIMARY NODE					
Ndwedwe Town					
SECONDARY NODES					
Bhamshela					
Montebello					
Msunduze					
Qinisani					
Tafamasi					
Sonkombo					
TERTIARY NODES					
Doringkop					
Ezindlovini					
Kwadeba					
KwaDeda					
Nsuze					
Ozwathini					

uMvothini					
QUARTENARY NODES					
Corpus Christi					
Embuyeni					
Emona					
Glendale					
KwaNodwengu					
KwaSimamane					
KwaThayela					
Mkhukhuze					
Ndondolo					
Ngoza					
Sinembe					
St Martin					
Ukhaio					
Vallombrosa					
Wewe					
Zimpondweni					

Source: Black Balance, 2013

The image below depicts the locality and hierarchy of the nodes within Ndwedwe Local municipality.

Figure 3: Hierarchy of Nodes



Source: Black Balance Projects, 2013

5.1.1.8 Primary Node (Ndwedwe)

Ndwedwe Town as the only formal urban area is located in ward 13 and serves as the main activity node for commercial and administrative activities, and for provision of social amenities.

This town serves high volumes of people who travel to Ndwedwe on daily basis for employment opportunities and access to basic services such as the clinic, Police station, Library and Taxi rank. It is the only town within the Municipality providing mixed uses from public services to commercial activities.

To service the large population concentration, development efforts are focused on economic development & service provision, job creation, government services and provision of basic services.

The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Ndwedwe IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.

- Proposed New Facilities to provide in the need of the population according to the set of standards.

Table27: Ndwedwe Proposed Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • Clinic • Schools • Magistrates Court 	<ul style="list-style-type: none"> • Establishment of a fresh produce market • Petrol station and Bio-Diesel station • Development of a shopping centre/Supermarket • Development of light industrial hives • Construction of Schools (Lukasa H S, Khetimfundo Hs, Gijimani H S, Gcinomfundo Hs, Waterfall C S, Manzini H S, Unyazi, Dulini Ps) • Provision of housing including electricity connections and water connections at Ndwedwe node • Development of Community Halls • Development of the Post Office at Ndwedwe • Development of the Community Library • Development of a Sports Field at Ndwedwe • Development of a youth development centre 	<ul style="list-style-type: none"> • Cemeteries • Clinic x 3 • Fire Station x 1 • Emergency Service Facility x 2 • Community Safety Centre • Orphanage x 1 • Old Age home & Service Centre x 1 • Pension Pay Point x 1 • Post Office x 2 • Sport Complex x 1 • Sport Field x 1 • Bus Service • Taxi Service

Source: Black Balance Projects 2013

In addition to the above projects to be implemented, the following interventions are proposed:

- Industrial development based on the agro-economy
- Commercial Development
- Decentralization point for local administration of provincial and local government services
- Higher order social and commercial services
- Integration with major urban centres such as Dundee and Vryheid
- Housing development
- Development of a sewing /clothing industries (Ndwedwe LED 2006 Intervention)
- Upgrading of infrastructure/ electricity/roads
- Installation of an electricity substation
- Undertaking of EIAs near the environmentally sensitive areas in Wards 14 and 15
- SMME Skills Training
- Lime mining
- Bee Farming
- Building of strategic roads between Ndwedwe and Maphumulo

5.1.1.9 Secondary Nodes

These centres perform a variety of functions including administration, service delivery and limited commercial activity. Being Secondary Level service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas. The Rural Service Centres includes the following:

- Bhamshela
- Sonkombo
- Montebello
- Qinisani
- Msunduze
- Tafamasi

Bhamshela

Bhamshela is located north of Ndwedwe and shares a border with the uMshwathi Municipality. This community is situated along the R514 which is a direct connection to the R102, Tongaat and the N2. The population rate in this ward is one of the highest within the municipality respectively.

The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Ndwedwe IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

Table 28: Bhamshela Proposes Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • Thusong centre • Clinic 	<ul style="list-style-type: none"> • Pay point • Bhamshela Library • Electrical Substation (Eskom) (Ndwedwe IDP Capital Projects 2013/14) • Establishment of a fresh produce market • Formalisation of Taxi Rank • Development of a youth development centre 	<ul style="list-style-type: none"> • Cemetery • Library x 1 • Clinic x 3 • Emergency Service Facility x 2 • Mobile Police Station • Community Hall x 1 • Pension Pay Point x 2 • Post Office x 2 • Post Boxes x 2 • Sport Complex x 1 • Sport Field x 2 • Bus Service • Taxi Service

Source: Black Balance Projects 2013

Proposed Interventions:

- waste management system
- Development of light industrial hives
- Development of a shopping centre/Supermarket
- Training of entrepreneurs by SETA internships with departments and the municipalities (LED intervention)
- PPP establishment for the development of a shopping centre.

Montebello

Montebello is located in ward 9 North West of Ndwedwe bordering the uMshwathi Municipality. Montebello is situated in the Nyuswa Nodwengu Traditional Area. This community is situated around the Hospital and along the P102 road. Ultimately this road connects to the R614 and the node is therefore connected to Bhamshela, as well as Noordbrug. There are no settlements on the opposite side of the municipal boundary.

The following facilities are available and proposed for the node of Montebello:

AClinic,twoschoolsandanagriculturalsupportshopinTafamasi

Table 29: Montebello Proposes Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • Hospital, • 2 schools, • Convent, • Home for chronic & disabled, • Funeral parlour, • Tuck shops, • Cell phone outlet, • Taverns 	<ul style="list-style-type: none"> • Montebello Hospital (Upgrade) 	<ul style="list-style-type: none"> • Cemetery • Clinic x 3 • Emergency Service Facility x 2 • Mobile Police Station x 1 • Community Hall x 1 • Pension Pay Point x 1 • Post Office x 2 • Post Boxes x 1 • Sport Complex x 1 • Sport Field x 2 • Bus Service • Taxi Service

Source: Black Balance Projects 2013

Please refer to the below image depicting the proposed structure of Montebello as determined in the Secondary Node Study for Ndwedwe LM.



Source : Ndwedwe Secondary Nodes Area based Plan 2009

Qinisani

The following facilities are available and proposed for the node of Qinisani:

Table 30: Qinisani Proposes Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • Clinic • Church • 3 Schools • Tavern • Market Stalls • Tuck Shop • Cell phone outlet • Hardware shop 	<ul style="list-style-type: none"> • Establishment of a fresh produce market • Development of Qinisani Sports field • Development of a goat breeding centre at Qinisani • Development of a shopping centre/Supermarket • Development of a youth development centre • Installation of water connections at Qinisani node • Installation of electricity connections at Qinisani node 	<ul style="list-style-type: none"> • Cemetery • Clinic x 3 • Mobile Police Station x 1 • Community Hall x 1 • Pension Pay Point x 2 • Post Office x 2 • Post Boxes x 1 • Sport Field x 2 • Bus Service • Taxi Service

Source: Black Balance Projects 2013

In addition to the above projects to be implemented, the following interventions are proposed:

- Training of entrepreneurs by SETA internships with departments and the municipalities

- Registering local organizations
- Identify outsourcing opportunities for BEE/SMME firms
- Art and Craft bead work development
- Development of Qinisani Precinct Plan

Please refer to the below image depicting the proposed structure of Qinisani as determined in the Secondary Node Study for Ndwedwe LM.



Source: Ndwedwe Secondary Nodes Area based Plan 2009

Msunduze

Msunduze is located south west from Ndwedwe giving the people of Msunduze a comparative advantage in comparison to other rural areas within the municipality. Being close to Ndwedwe provides the community of Msunduze with a choice of basic amenities and greater economic opportunities.

The following facilities are available and proposed for the node of Msunduze:

Table 31: Msunduze Proposes Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Msunduze Nursery Infrastructure • Development of Msunduze Sports field • Msunduze Hall 	<ul style="list-style-type: none"> • Library x 1 • Cemetery • Clinic x 7 • Fire Station x 1 • Emergency Services Facility x 1 • Mobile Police Station x 2 • Community Hall x 2 • Pension Pay Point x 2

		<ul style="list-style-type: none"> • Post Office x 2 • Post Boxes x 2 • Sport Field x 2 • Bus Service • Taxi Service
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Source: Black Balance Projects, 2013

Tafamasi

The following facilities are available and proposed for the node of Tafamasi:

Table 32: Tafamasi Proposes Facilities

Existing Facilities	Planned Facilities	Proposed New Facilities
<ul style="list-style-type: none"> • Clinic • 2 Schools • Agri-input Shops 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Cemetery • Clinic x 3 • Emergency Services Facility x 1 • Mobile Police Station x 1 • Community Hall x 1 • Pension Pay Point x 1 • Post Office x 2 • Post Boxes x 2 • Sport Field x 2 • Bus Service • Taxi Service

Source: Black Balance Projects, 2013

Please refer to the below image depicting the proposed structure of Tafamasi as determined in the Secondary Node Study for Ndwedwe LM.



Source : Ndwedwe Secondary Nodes Area based Plan 2009

5.1.1.10 Tertiary Nodes

The following areas represent the Tertiary Nodes within the Ndwedwe Local Municipality:

- Doringkop
- Ezindlovini
- Nsuze
- uMvothini
- KwaDeba
- Ozwathini

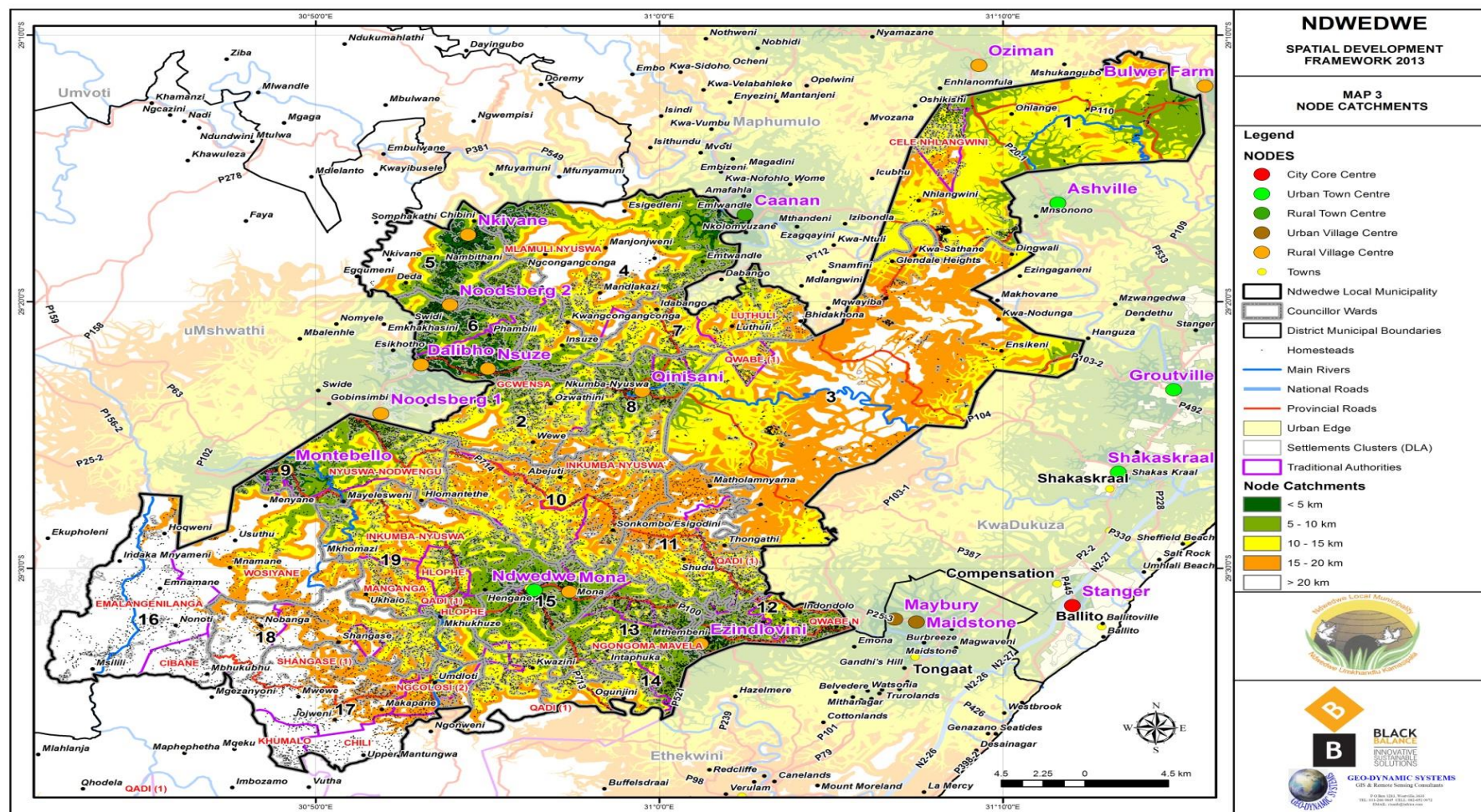
The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises.

5.1.1.11 Quaternary Nodes

The Rural Settlement Clusters are large groupings of widespread settlements with very limited services, which is usually limited to education facilities. As the lowest nodal order, these centres are normally located near transportation routes, which provide access to higher order nodes. The Settlement clusters are the following:

The following areas represent the Quaternary Nodes within the Ndwedwe Local Municipality:

- Corpus Christi
- KwaSimamane
- Sinembe
- Wewe
- Embuyeni
- KwaThayela
- St Martin
- Zimpondweni
- Emona
- Mkhukhuze
- Ukhaio
- Ngoza
- Glendale
- Ndondolo
- Vallombrosa
- KwaNodwengu



MAP 19: NDWEDWE NODES

5.1.1.11 Rural Communities

Settlement clusters were identified on the basis of densities of rural clusters. The base data from the Department of Rural Development and Land Reform, combined with the Eskom Household Study was utilised for this, and overlaid on aerial photographs from where settlement clusters were confirmed and demarcated. Within these settlement clusters the following activities and land uses have been identified.

Residential

Residential areas have been demarcated on the basis of existing residential activities, and the possibility of growth towards residential pockets within the settlement cluster. The Settlement clusters have ample space for residential infill and densification, and roads, and open spaces not utilised for agricultural activities have been included in the residential segment.

Environmental Management Areas

These areas are situated within the Settlement Clusters and consist of riverine areas, water courses and indigenous forests within the settlement clusters. Development and agricultural activities should be prevented within these areas.

Subsistence Agriculture

The rural communities are dependent on agriculture as a means to an income and for food production, and their livelihoods are therefore directly linked to the ability to farm. Areas currently being cultivated have been earmarked for agriculture within the settlement boundaries.

Identification of Rural Communities

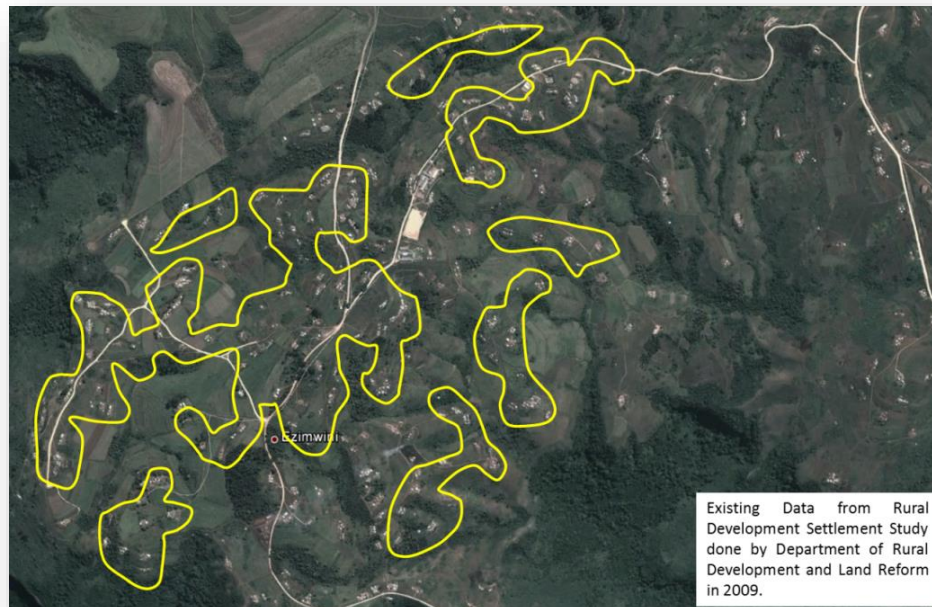
This section provides a visual representation of the analysis to identify the above mentioned uses. The analysis as described above can be summarised into the following steps:

- Aerial Photo with Settlement Data Obtained
- Identify Rural Complex by Grouping Villages
- Expand Rural Villages into Settlement Clusters in terms of Service Delivery and Locality Purposes.
- Identified areas with agricultural potential with existing agricultural areas
- Identified areas that is Environmentally Sensitive
- Settlement Complex Accessibility

The following images depict how the above described settlement clusters were analysed.

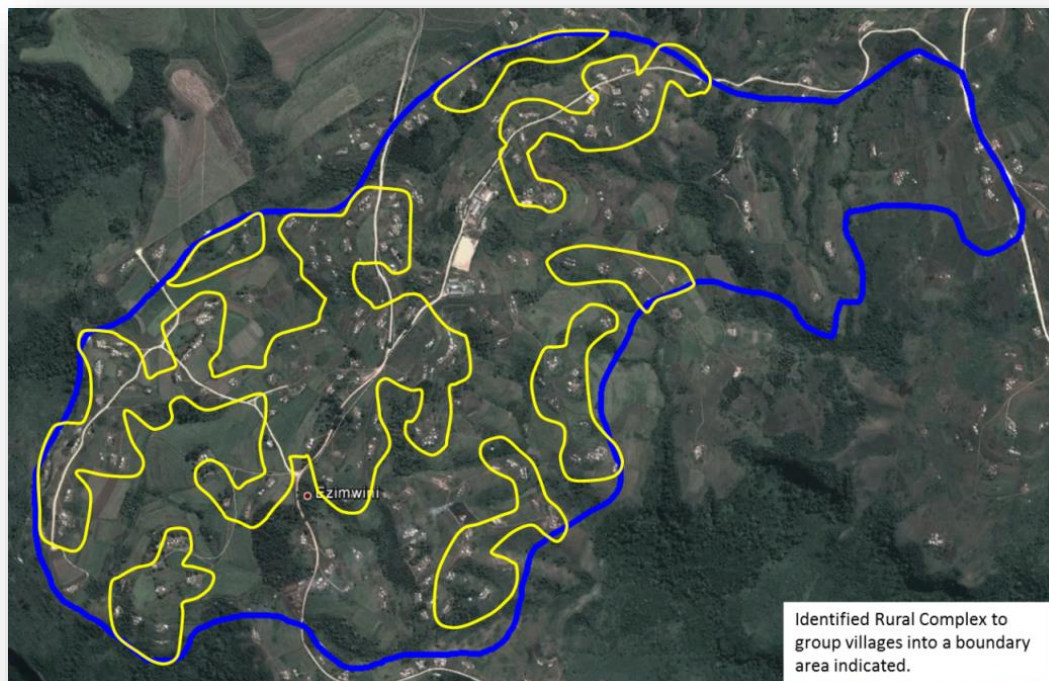
Figure 4: Rural Settlement Spatial Analysis

1. Aerial Photo with Settlement Data Obtained



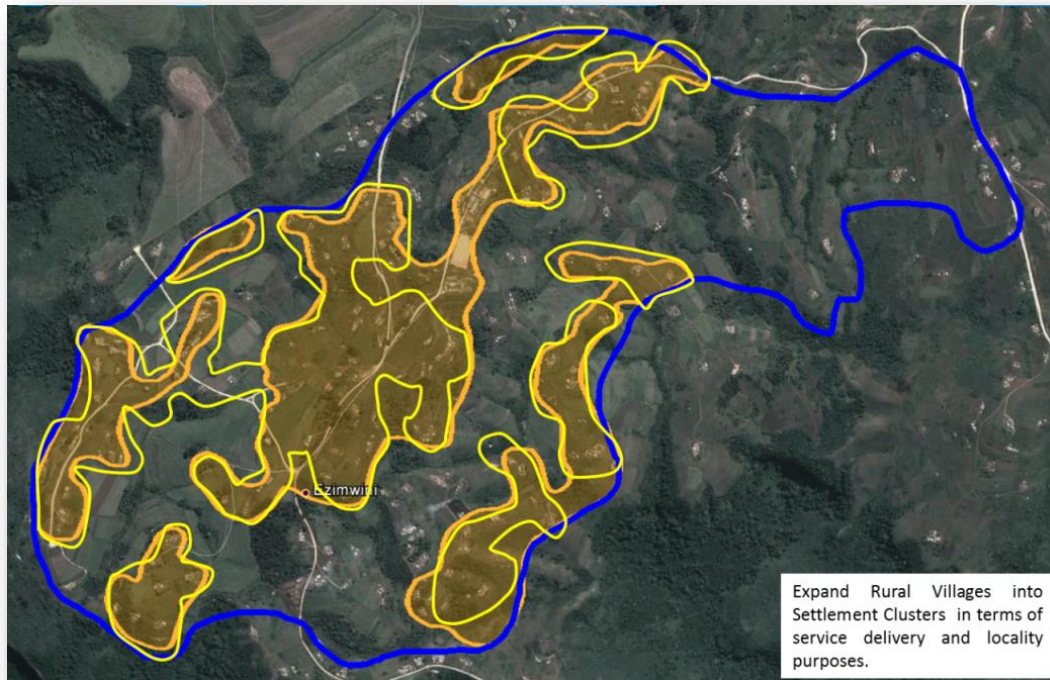
Source: Black Balance Projects

2. Identify Rural Complex by Grouping Villages



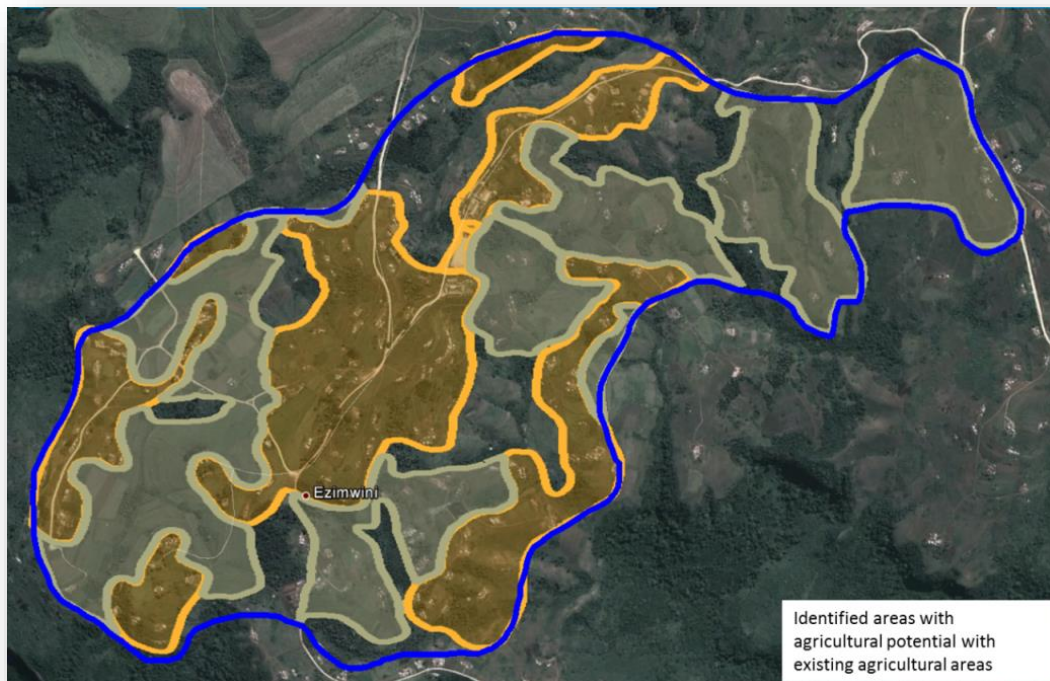
Source: Black Balance Projects, 2013

3. Expand Rural Villages into Settlement Clusters in terms of Service Delivery and Locality Purposes.



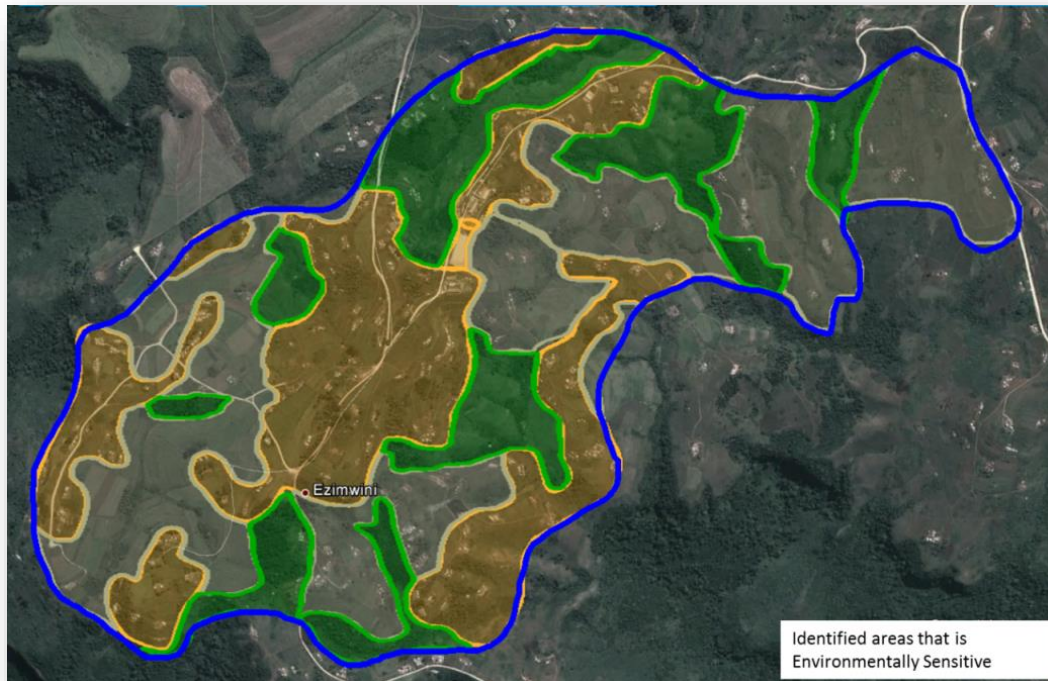
Source: Black Balance Projects, 2013

4. Identified areas with agricultural potential with existing agricultural areas



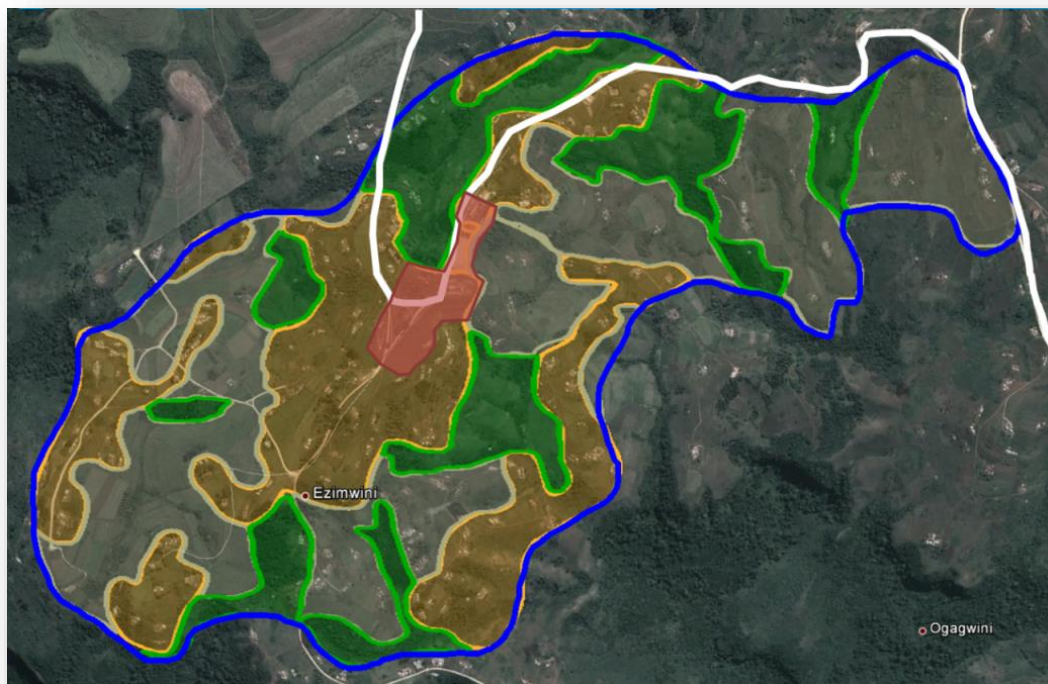
Source: Black Balance Projects, 2013

5. Identified areas that are Environmentally Sensitive



Source: Black Balance Projects, 2013

6. Settlement Complex Accessibility



Source: Black Balance Projects, 2013

Although low density rural residential will not be promoted, traditional residential activities will most likely continue. This type of activity will be limited to traditional methods of construction, and include a mixture of ancillary land uses necessary to sustain daily livelihoods of rural living.

5.1.1.12 Intended Future Uses

This section aims to provide an overview of the proposed future land uses. Currently only land uses situated outside nodal areas are addressed, as proposed facilities for each node has been identified.

Following consultation with the communities, more detailed proposals for the locality of industrial, residential and commercial activities within the nodes will be made.

RESIDENTIAL DEVELOPMENT

It has been discussed earlier that the present residential development is of low density and widely dispersed nature. Providing improved physical and social services, improved access and economic opportunities, requires a more structured approach to future residential development. While the existing development and its location has to be accepted, future growth should be guided into areas which have been identified to have a higher level of accessibility, allow for the provision of improved physical and social services, are able to provide a higher level of economic activity, and do not affect the protection and maintenance of unique agricultural, tourism and environmental resources.

ECONOMIC DEVELOPMENT

The economic development of Ndwedwe must be considered as one of the most important aspects of developing the municipality. In all of the economic activities identified it appears of great importance to protect on the one hand the unique natural rural environment while on the other hand utilizing the opportunities arising from the close proximity to the metropolitan development.

The envisaged location of the new King Shaka Airport within 10km of the boundary of the Ndwedwe Municipality will, if appropriately utilized, create significant opportunities for the economic development of the area.

The following economic opportunities have been identified and are dealt with in more detail under intended future land uses:

- Agricultural Activities
- Tourism And Recreation
- Commercial And Manufacturing

Agricultural Activities

Agricultural Activities, while the existing commercial farming areas, consisting of almost 50% of the area of the municipality are identified, the SDF suggests the further extension of agricultural development in appropriate locations.

Although it is understood that much of the remaining areas of Ndwedwe have a lower agricultural potential than existing farming areas, it is suggested that a range of smaller scale community-based agricultural activities can be developed in most traditional settlement areas. This should also prevent, or at least limit, the growth of residential development in inappropriate areas.

An agricultural development plan is suggested to be an important sector plan envisaged to identify relevant soil conditions, access to water etc, preconditions required, range of potential agricultural products, necessary linkages to support and market mechanisms.

The future location of the King Shaka Airport, and the associated Tradeport, should create opportunities for unique agricultural opportunities.

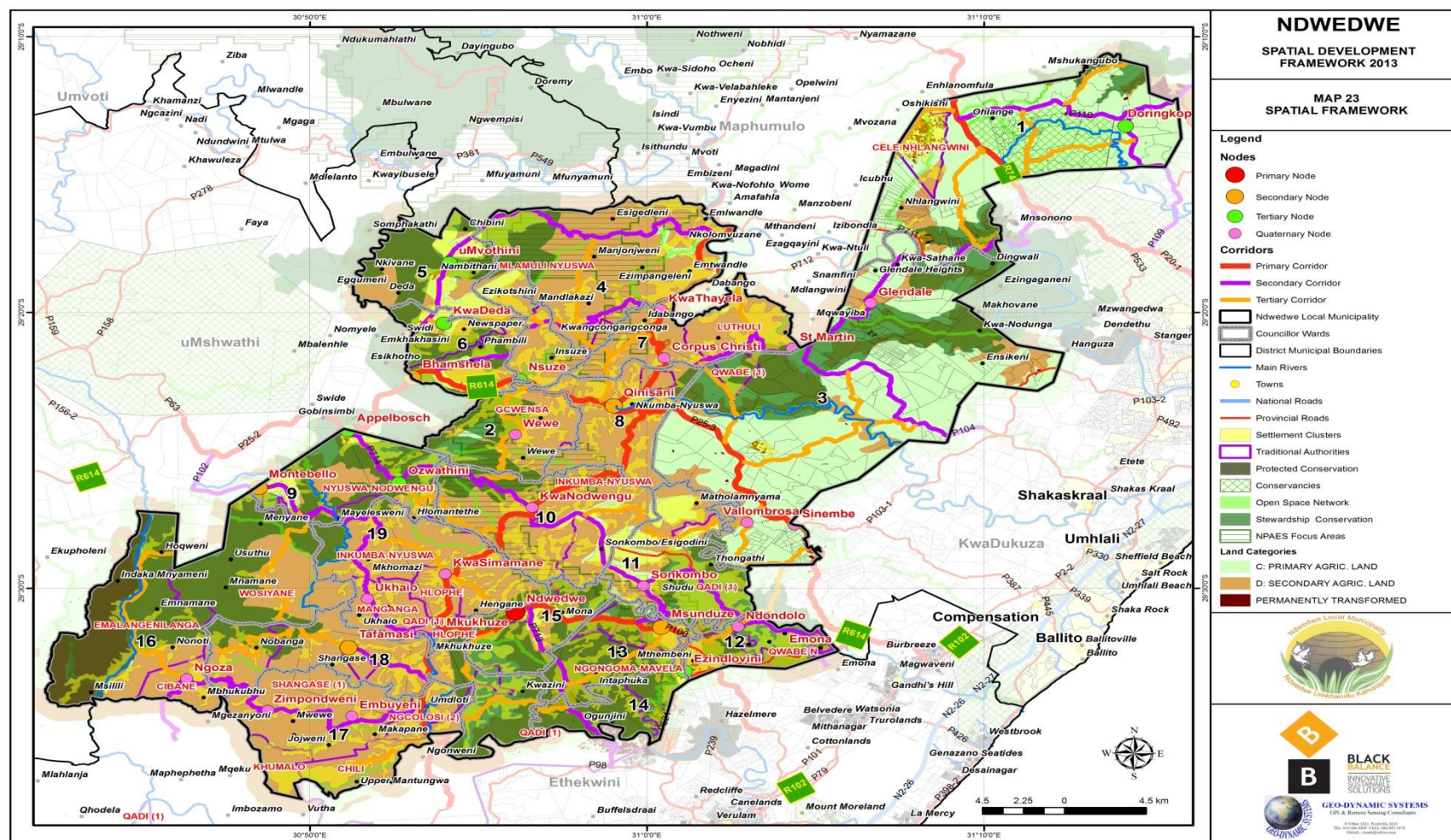
Tourism and Recreation

Tourism and Recreation are important component of the economic development of Ndwedwe. It has been indicated previously that the municipality has a variety of opportunities for the development of tourism and recreation activities, substantially relating to dramatic topographic conditions, natural African landscape.

Commercial and Manufacturing

Commercial And Manufacturing, at this point in time much of the commercial development relates in the first hand to providing for the needs of the local population. Within this context, the provision of improved internal linkages and the creation of new internal interceptory points will be important. In general additional commercial activities should be located within the hierarchy of activity nodes, whereby the highest level of commercial activity is expected to be located in the Ndwedwe Village. Secondary and tertiary nodes should over time their particular level of commercial development, whereby the unique location of the individual nodes should be utilized in creating unique opportunities. All nodes, in particular the higher order ones, should accommodate appropriate market amenities.

At present the municipality accommodates little to no manufacturing activities. It has been suggested that appropriate economic development zones be created in relevant locations, including the provision of appropriate business etc support, to generate new economic opportunities.



MAP 20: NDWEDWE SDF

5.1 IMPLEMENTATION PLAN

(F) CHAPTER 6: FINANCIAL PLAN

1. The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
2. The financial action plan incorporates strategies covering a period of 3 years
3. The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.
4. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.
5. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

6.1 FINANCIAL ISSUES

The key financial issues affecting the Ndwedwe Local Municipality are listed below:

6.1.1 Public Participation Analysis

- Various sources of grants and subsidies need to be identified and a person tasked with this function
- Document policies relating to capital financing

6.1.2 Alignment of the Budget Process

- The IDP needs to be aligned with the budget
- Business plans are needed for projects taking into consideration cost of inflation
- Operational Costs of projects needs to be determined

6.1.3 Financial Management

- A Financial system needs to be maintained
- GRAP compliant annual financial statements needs to be prepared
- Review all financial policies and procedures and document flow
- The budgeting process needs to take heed of the requirements of the Municipal Finance Management Act and Systems Act

- Annual report needs to be prepared

6.1.4 Asset Management

- An asset management system needs to be maintained
- Corporate Department needs to maintain a tighter control over use of vehicles, and fuel and oil
- The annual insurance premiums need to be reviewed
- Identify unutilised assets
- Assets maintenance plan needs to be developed

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	Director Technical Services/IDP Manager	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager/Director Technical Services	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Director Technical Services/IDP Manager	Ongoing	Ongoing	Ongoing

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√
			Obtain a complete inventory of all assets	CFO/Director Technical Services/Director Corporate Services	√	√	√
			Ensure all assets are properly maintained	Director Corporate Services	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√		

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	Director Technical Services/IDP Manager	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager/Director Technical Services	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Director Technical Services/IDP Manager	Ongoing	Ongoing	Ongoing

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2014/15	2015/16	2016/17
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√
			Obtain a complete inventory of all assets	CFO/Director Technical Services/Director Corporate Services	√	√	√
			Ensure all assets are properly maintained	Director Corporate Services	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√		

6.1.4 Capital and Investment Programmes

The capital and investment programmes as set out in the main IDP document.

6.1.5 Multi Year Budget (Financial Projections)

Financial projections have been developed using a financial model developed for the Ndwedwe Municipality. A summary of the financial modelling process and assumptions produced by management are set out below:

- **Financial Projections**

- The financial projections are based on a financial model developed for the Ndwedwe Municipality
- The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- The financial model is dependent on the 2013/14 budget which has been used as the base year,
- The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing
- The critical outputs as illustrated in (figure 1a) are:
 - A three year projection of the operating and capital budget reflecting the projected revenue increases
 - Financial resources required for capital projects

6.1.6 Assumptions

- **Key focus areas for the 2014/15 budget process**

Note that spending plans outlined in the 2013/14 Budget continue to support government's commitment to broadening service delivery and expanding investment in infrastructure, while taking account of the constrained fiscal environment. South Africa's economy has continued to grow, but at a slower rate in 2013/2014 financial year. GDP growth reached 2.5 per cent in 2013 and is expected to grow at 2.7 per cent in 2014, rising to 3.8 per cent in 2015. Inflation has remained moderate, with consumer prices rising by 5.7 per cent in 2013 and projected to increase by an average of 5.6 per cent a year over the period ahead.

The Municipality medium-term expenditure framework (MTEF) is aligned with the National Development Plan (NDP) as a point of departure. The NDP sets out an integrated strategy for accelerating growth, eliminating poverty and reducing inequality by 2030. The NDP supported by the New Growth Path and other programmes provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years. The NDP emphasizes the need to lower the cost of living for households and reduce the cost of doing business for small and emerging enterprise. These objectives need to take into account fiscal sustainability, which ensures that progress will not be interrupted or reversed.

- **Inflation forecasts**

Ndwedwe municipality have taken into account the macro-economic forecasts during the preparation of 2014/15 budget: the following table gives the GDP growth and CPI inflation indication.

Fiscal year	2013/14 Estimate	2014/15	2015/16 forecast	2016/17
Real GDP	2.5	3.0	3.6	3.8
CPI inflation	5.6	5.6	5.4	5.4

Source: Budget Review 2013

Note that the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

- **Employee related costs**

Ndwedwe municipality has taken into account the multi-year Salary and Wage Collective Agreement for the period 1 July 2012 to 30 June 2015. The agreement provides for a wage increase based on the average CPI for the period 1 February 2013 until 31 January 2014, plus 1.25 per cent for the 2014/15 financial year. In this regard Ndwedwe municipality has noted that average CPI for this period is 5.6 per cent. Salaries and wages for the 2014/15 budget year are as follows 5.6 per cent plus 1.25 per cent which is 6.85 per cent. The agreement also provides for a 1 per cent increase for the 2014/15 financial year. In this regard, municipality has provided for a 6.4 per cent (5.4 per cent plus 1 per cent) increase for the 2014/15 budget year, but this has been distorted increases due to job evaluation implemented in 2014.

- **Revising rates, tariffs and other charges**

In addition to the issues dealt with in MFMA Budget Circular 66 and 67, Ndwedwe local municipality has increased its property rates tariffs by 6%; the rate is in line with recommendations by National Treasury.

6.1.7 Budget Projections 2013/14 TO 2016/17

Description	Current year 2013/14		2014/15 Medium Term Revenue & expenditure Framework		
	Original Budget	Adjusted budget	Budget year 2014/15	Budget year+1 2015/16	Budget year+2 2016/17
	R	R	R	R	R
Expenditure by type					
Employees related cost	22,148,000	21,515,000	28,631,000	30,349,000	32,166,000
Remunerations of the councillors	8,916,000	8,916,000	9,451,000	10,039,000	10,722,000
Debt impairment	2,411,000	2,703,000	2,526,000	2,677,000	4,200,000
Depreciation & asset impairment	3,300,000	9,400,000	10,800,000	12,508,000	4,200,000
Finance charges	420,000	420,000	951,000	1,008,000	1,062,000
Contracted services	13,485,000	9,010,000	9,001,000	9,541,000	10,401,000
Other expenditure	29,226,00	28,951,000	30,054,000	31,767,000	36,049,000
Transfers and grants	0	0	0	0	0
Total operating expenditure	79,907,000	80,915,000	92,274,000	95,584,000	95,747,000
Total Capital Expenditure	60,816,000	68,851,234	59,505,000	64,482,919	66,789,135
TOTAL EXPENDITURE	<u>140,722,546</u>	<u>149,765,769</u>	<u>152,417,231</u>	<u>161,897,205</u>	<u>165,581,986</u>

Income	(140,842,969)	(141,192,555)	(152,417,231)	(161,897,205)	(165,581,986)
(SURPLUS) / DEFICIT	<u>(120,423)</u>	<u>8,573,214</u>	<u>0</u>	<u>0</u>	<u>0</u>

- The table above reflects the current financial situation of the municipality.
- Inflationary increases have been considered in projecting the future years' expenditure.
- The 3-year projection has been balanced for 2014/2015 to 2016/2017 by determining the required income to fund expenditure.
- Within the operating budget is free basic electricity for indigent households, which has been informed by the 310 beneficiaries that the Municipality has been servicing at a cost of R140 300 in 2013/2014; R132 400 in 2012/2013 and R124 900 in 2011/2012. It is anticipated that this cost should grow to R149 000 in 2014/2015. The number of beneficiaries has remained constant, at 310 beneficiaries, per month, over the last three years, and no change is anticipated going forward.

What appears to be a bit of a concern is the fact that this Municipality is heavily grant dependent, and the table below better illustrates this:

Description	Current year 2013/14		2014/15 Medium Term Revenue & expenditure Framework		
	Original Budget	Adjusted budget	Budget year 2014/15	Budget year+1 2015/16	Budget year+2 2016/17
	R	R	R	R	R
<u>Revenue by source</u>					
Property rates	4,791,000	4,791,000	6,314,000	6,692,840	7,054,253
Rental of facilities and equipment	200, 000	200,000	215,000	228,000	240,000
Interest earned – external investments	3,000,000	2,500,000	1,847,000	3,000,000	3,000,000
Interest earned – outstanding debtors	460,000	460,000	488,000	517,000	545,0000
Other revenue	300,000	300,000	300,000	318,000	335,0000

Transfers recognised - operational	70,566,000	70,820,000	87,218,000	112,987,000	115,088,000
Total revenue (excluding capital transfer and contributions)	<u>79,317,000</u>	<u>79,071,000</u>	<u>96,382,000</u>	<u>123,743,000</u>	<u>126,262,000</u>

The table above illustrates that operating budget is 90.49% funded by grants in 2014/2015 financial year; 91.31% in 2015/2016 and 91.15% in 2016/2017.

- From the table above it is concerning to note that property rates will only account for 6.55% of the total operating revenue in 2014/2015 financial year, and looking at the past three consecutive years, the Municipality's collection rate is sitting at 30%, meaning only 30% of this 6.55% will realistically be realised in 2014/2015 financial year, and this should inform the Municipality's provision for doubtful debts.
- Whilst the Municipality is struggling to generate its own revenue, it is a bit reassuring to notice that the total salary cost compared to total operating budget, this is sitting at 41.27% in 2014/2015; 42.25% in 2015/2016 and 44.79% in 2016/2017 financial year, and these figures are inclusive of Councillors' allowances as well.

6.1.8 Capital Investment Program Summary

PROJECTS	Current year 2013/14		2014/15 Medium Term Revenue & expenditure Framework		
	Original Budget	Adjusted budget	Budget year 2014/15	Budget year+1 2015/16	Budget year+2 2016/17
	R	R	R	R	R
Access Roads	-	570 000.00	0	18 000 000	18 972 000
Sports Fields	-	-	2 100 000	2 226 000	2 346 204
Massification Programme	-	-	7 000 000	0	0

Garage/Parking	-	-	500 000	530 000	558 620
Furniture	20 000.00	100 000.00	250 000	265 000	279 098
Office Equipment	-	100 000.00	100 000	106 000	111 724
Motor Vehicles	-	7 150 000.00	959 000	4 063 519	4 397 657
Computers	60 000.00	170 000.00	130 000	116 600	122 557
Small Town Rehabilitation	4 000 000.00	4 000 000.00	0	0	0
Road - MIG	25 918 000.00	33 412 177.00	27 936 000	29 155 000	30 320 000
Brushcut Machine	-	-	30 000	31 800	33 517
Street Lights	11 000 000.00	18 139 057.00	8 000 000	9 000 000	9 000 000
Township Establishment and Mini factory	-	-	700 000	212 000	223 448
Fencing	-	-	250 000	265 000	279 310
Crèches	-	210 000.00	450 000	512 000	145 000
Park home	50 000.00	-	100 000	0	0
Neighbourhood Development	19 768	5 000	11 000 000	0	0

	000.00	000.00			
	60 816	68 851	59 505	64 482	66 789
	000.00	234	000	919	135

- A summary of the capital investment program is provided in the table above.
- The cost of projects need to be determined as part of the IDP review process which will assist in determining the funding requirements for the ensuing years.
- Project business plans will be required to estimate the project operating costs.
- It is envisaged that the Municipality will source R8.350m in external loans to finance new fleet, and this should result in R960 000 in short term loan for 2014/2015 financial year, and R7 390 000 in long term debt.

For a Municipality to be considered by financiers for long term loan, it would need to demonstrate positive cash flows, and this is evident when you look at the Municipality's Annual Financial Statements for 2012/2013 financial year, which reflect Cash and Cash Equivalents amounting to R40 690 884, Total Liabilities of R35 338 281, leaving the Municipality with a net positive cash flow of R5 252 603.

Further to this, the Municipality must demonstrate favourable audit opinion, and this again can be seen when looking at Unqualified Audit Opinion obtained for the 2012/2013 financial year, and the same audit opinion has been obtained by the Municipality for the three consecutive previous years. Findings and managements comments for the 2012/2013 financial year are as follows:

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
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Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
Restatement of corresponding figures As disclosed in note 30 the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of errors discovered during 2013 in the financial statements of Ndwedwe Municipality at, and for the year ended 30 June 2012.	Any prior year errors discovered in current year will be treated as restatements to ensure that Annual Financial Statements are fairly presented.	CFO	9/12/2013	31/8/2014
Material impairments As disclosed in note 6 to the financial statements, material impairments to the amount of R12, 39 million were incurred as a result of the conditional assessment of property, plant and equipment.	In cases where assets have once been fair valued, they must carry on to be fair valued on annual basis, and this means if during this process it has been established that assets need to be impaired, then they will be impaired.	CFO	9/12/2013	31/8/2014

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
As disclosed in note 4 to the financial statements, the municipality had raised a provision for debt impairment of R5, 49 million on consumer debtors as the recoverability of these amounts is doubtful.	We will make use of COGTA consultant to help us recover rates owed by Government departments, and this exercise should be complete by end June 2014.	CFO	06/01/2014	30/6/2014
Material under-spending of the capital budget As disclosed in the statements of comparison budget and actual amounts, the municipality has materially under-spent the budget on capital expenditure to the amount of R 12, 22 million. As a consequence, the municipality has not achieved its planned targets as per the approved service delivery and budget implementation plan.	The Municipality will ensure that it minimizes any delays that may cause the under-spending of capital expenditure, e.g. strictly observing the turnaround time for seating of bid committees and use the long term contract approach to achieve the targets as per approved service delivery plan.	Director Technical Services	13/01/2014	30/06/2014
Predetermined Objectives Achievement of planned targets Of the total number of 72 targets for the year, 28 targets were not achieved. This presents 45% of total planned targets that were not achieved during the year under review. This is mainly due to the under-spending of the capital budget relevant to the basic delivery and	Close monitoring of performance and spending on capital projects through monthly and quarterly reports	Municipal Manager	Continuous	

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>infrastructure development and economic development and planning.</p> <p>Material adjustments to the annual performance report.</p> <p>Material misstatements in the annual performance report were identified during the audit, all of which were corrected by management.</p>	<p>The municipality will ensure that there will be no misstatements.</p>	<p>Municipal Manager</p> <p>MANCO</p>	<p>Continuous</p>	
<p>Compliance with laws and regulations</p> <p>Strategic planning and performance management</p> <p>Revision to the Strategic planning and performance management the service delivery and budget implementation plan were not approved by the council after the approval of the adjustment budget, as required by Section 54(1)(c) of the MFMA</p>	<p>Will ensure that the municipality complies with laws and legislation.</p>	<p>Municipal Manager</p> <p>MANCO</p>	<p>Continuous</p>	

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Annual financial statements</p> <p>The financial statements submitted for auditing were not prepared, in all material respects, in accordance with the requirements of section 122 of the MFMA. Material misstatements of property, plant and equipment, irregular expenditure and commitments identified by the auditors were corrected, resulting in the financial statements receiving an unqualified audit opinion</p>	<p>Starting in January 2014, the municipality will start preparing quarterly financial statements to ensure that come year end, the municipality would have addressed most of issues that cause confusion in preparation of Annual Financial Statements. These quarterly financial statements will be presented to Auditor-General as and when they are ready so that an opinion would have been received on ongoing basis as to the fair presentation of those financial statements.</p>	CFO	Jan 2014	31 Aug 2014

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Procurement and contract management</p> <p>Contracts and quotations were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by supply chain management (SCM) regulation 13(c)</p> <p>Awards were made to providers who are in the service of other state institutions or whose directors/principal shareholders are in the service of other state institutions, in contravention of MFMA 1120) and SCM regulation 44. Similar awards were identified in the prior year and no effective steps were taken to prevent or combat the abuse of the SCM process in accordance with SCM regulation 38(1).</p>	<p>A service provider, Integrity Forensic Solutions, has been appointed to do vetting on all service providers in our data base to ensure that the municipality does not have suppliers that are in service of state. A report has already been submitted to the municipality of service providers who are in service of state, and as from November 2013. The municipality has been ensuring that suppliers that appear in that list are not invited to submit quotations, and the municipality has also been ensuring that orders and tenders are awarded to service providers who have completed MBD 4 forms.</p> <p>All construction tenders to be advertised after November 2013 will also be registered with Construction Industry Development Board (CIDB), and advertised in CIDB website at least 10 days before closing date and 5 days before any compulsory site meeting.</p>	<p>CFO</p> <p>Director Technical Services</p>	<p>4/11/2013</p>	<p>Continuous</p>
<p>1591 Construction projects were not always registered with the Construction Industry Development Board (CIOB), as required by section 22 of the CIOB Act of South Africa, 2000 (Act No 38 of 2000) and CIOB</p>	<p>Corrective measures have been implemented. See above.</p>			

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Compliance with laws and regulations</p> <p>Strategic planning and performance management</p> <p>Revision to the Strategic planning and performance management the service delivery and budget implementation plan were not approved by the council after the approval of the adjustment budget, as required by Section 54(1)(c) of the MFMA</p> <p>Annual financial statements</p> <p>The financial statements submitted for auditing were not prepared, in all material respects, in accordance with the requirements of section 122 of the MFMA. Material misstatements of property, plant and equipment, irregular expenditure and commitments identified by the auditors were corrected, resulting in the financial statements receiving an unqualified audit opinion</p>	<p>Will ensure that the municipality complies with laws and legislation.</p> <p>Starting in January 2014 we will start preparing quarterly financial statements to ensure that come year end we would have addressed most of issues that cause confusion in preparation of Annual Financial Statements. These quarterly financial statements will be presented to Auditor General as and when they are ready so that an opinion would have been received on ongoing basis as to the fair presentation of those financial statements.</p>	<p>Management</p> <p>CFO</p>	<p>Continuous</p> <p>Jan 2014</p>	

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Procurement and contract management</p> <p>Contracts and quotations were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by supply chain management (SCM) regulation 13(c)</p> <p>Awards were made to providers who are in the service of other state institutions or whose directors/principal shareholders are in the service of other state institutions, in contravention of MFMA 1120) and SCM regulation 44. Similar awards were identified in the prior year and no effective steps</p>	<p>A service provider, Integrity Forensic Solutions, has been appointed to do vetting on all service providers in our data base to ensure that we do not have suppliers that are in service of state. A report has already been submitted to the municipality of service providers who are in service of state, and as from November 2013. We have been ensuring that suppliers that appear in that list are not invited to submit quotations, and we have also been ensuring that orders and tenders are awarded to service providers who have completed MBD 4 forms.</p> <p>All construction tenders to be advertised after November 2013 will also be registered with Construction Industry Development Board (CIDB), and advertised in CIDB website at least 10 days before closing date and 5 days</p>	<p>CFO and Director Technical Services</p>	<p>4 November 2 014</p>	

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>were taken to prevent or combat the abuse of the SCM process in accordance with SCM regulation 38(1).</p> <p>Construction projects were not always registered with the Construction Industry Development Board (CIOB), as required by section 22 of the CIOB Act of South Africa, 2000 (Act No.38 of 2000) and CIOB regulation 18.</p> <p>Expenditure management</p> <p>Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1) (d) of the MFMA.</p>	<p>before any compulsory site meeting.</p> <p>Corrective measures have been implemented (See above).</p> <p>Non-compliance with this section has been corrected for the 2013/2014 financial year. The Municipal Manager and all senior managers directly accountable to the Municipal Manager signed their performance agreements.</p>			

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Human resources management</p> <p>The municipal manager and the senior manager directly accountable to the municipal manager did not sign performance agreements, as required by section 57(2)(a) of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000)</p>		<p>See above</p> <p>Director Corporate Services</p>	Completed	

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
<p>Internal Control</p> <p>Leadership</p> <p>The accounting officer did not exercise effective oversight responsibility regarding financial and performance reporting, compliance with laws and regulations and related internal controls</p> <p>Financial and performance management</p> <p>There was a lack of ongoing monitoring and review of the key laws and regulations.</p> <p>The accounting officer has not implemented adequate internal controls to support complete and accurate financial and performance reporting.</p>	<p>The matter of compliance will be addressed with oversight responsibility regarding reporting and compliance with laws and regulations. Checklists will be developed and implemented.</p> <p>Internal controls will be adjusted and implemented to ensure complete and accurate financial and performance reporting</p>	<p>Municipal Manager MANCO</p> <p>Municipal Manager and Management</p>	<p>December 2013</p> <p>December 2013</p>	<p>March 2014</p> <p>March 2014</p>

Matter of emphasis	Management Response / Action Plan	Official Responsible	Commencement Date	Completion Date
Other report Investigations in progress An investigation is being conducted on the performance of the accounting officer and the integrated development planning manager at reporting date.	Investigation in progress	Acting Municipal Manager		

(G) CHAPTER 7: ANNUAL OPERATIONAL PLAN (DRAFT SDBIP)

(H) CHAPTER 8: ORGNISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

(I) CHAPTER 9: SECTOR ALIGNMENT AND STATUS OF SECTOR PLANS

9.1 STATUS OF SECTOR PLANS

No.	Sector Plan	Completed (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	No. Sector Plan Date of Next Review
1	LUMS	Y	Y	2013	2015
2	LED	Y	Y	2014	2015
3	Housing Plan	Y	Y	2014	2015
4	Tourism Plan	Y	Y	2014	2015
5	Agriculture Development Plan	Y	Y	2014	2015
6	Disaster Management Plan	Y	Y	2013	2015
7	SDF	Y	Y	2014	2015

Table 33: Status of Sector Plans

9.1 SECTOR ALIGNMENT

The Medium Term Expenditure Framework (MTEF) for Sector Departments was presented during various iLembe District IGR Sector Alignment meetings. All local municipalities participated in these meeting including the Ndwedwe Municipality. The following represents the capital expenditure of these departments in the Ndwedwe Local Municipality over the next 3 years.

	WARD	PROJECT DESCRIPTION	PROJECT STAGE	MTEF 2014-2017		
				2014/15	2015/2016	2016/17
Ndwedwe LM	9	Greater uMshwathi Regional Bulk Water Supply Scheme	Tender		R 15,000,000	R 20,000,000
	2, 9, 10, 11, 16, 17, 18 and 19	Southern Ndwedwe Bulk Water Supply Scheme	Tender	R 4,000,000	R 2,000,000	R 500,000
	1	Maphumulo/Ndwedwe Bulk Water Scheme Phases 1 and 2	Tender	R 54,926,000	R 36,673,000	

TABLE: 34 UMNGENI WATER MTEF

	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2014/2017)		
				Budget Yr 2	Budget Yr 3	Budget Yr 4
				2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
Ndwedwe LM		GlendaleVillage(rectification)	Planning	4900	7000	3500
	6,7,8	Gwcensa	Implementation	8400	7000	7000
	14	KwaShangase	Planning	7700	7000	7000
	11	Matholamyama Phase 1	Implementation	2800	0	0
	12,13, 14,15	Mavela Ph 2	Planning	4900	7000	7000
	4,5,6	Mlamula	Implementation	7000	7000	7000
	7,8,10,11	Nkumbanyuswa Phase 1 Rural Housing Project	Implementation	7000	3500	0
	9,10	Nodwengu Housing Project	Implementation	3900	0	0
	16,18	Woyisane / Cibane / Malangeni	Implementation	7000	7000	7000

TABLE 35: DEPT. OF HUMAN SETTLEMENTS MTEF

	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	ACTIVITIES	MTEF (2014/2017)		
				Budget Yr 2	Budget Yr 3	Budget Yr 4
				2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
Ndwedwe LM		P714	Upgrade	20,475,000	21,498,750	22,573,688
		P100		26,250,000	40,488,429	
		3475 Kwangqakela River Pedestrian Bridge	Pedestrian Bridge	2,500,000		
		D739	Overlay		645,120	
		P20-1				20,232,000
		P20-1	Reseal		6,613,000	
		P25-3			3,145,000	
		P100				7,786,000

TABLE 36: DEPT OF TRANSPORT MTEF

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2014/2017)		
			2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
19	Vulela Jp	Pre-planning	0	500	2000
7	Zakhele P (Esidumbini)	Pre-planning	0	500	2000
11	Phuzulwazi S	Pre-planning	0	500	2000
15	Sibonginhlanhla S	Pre-planning	0	500	2000
6	Simunye S	Pre-planning	0	500	2000
18	Wosiyane S	Pre-planning	0	500	2000
4	Sizamiseni S	Pre-planning	0	500	2000
9	Our Lady Of The Rosary S	Pre-planning	0	1000	1000
5	Siyaphumula S	Pre-planning	0	1000	1000
15	Gasela P	90%Complete	1000	1000	0
6	Noodsberg P	construction	1000	4000	1000
14	Sisebenzile S	Pre-planning	0	1000	1000
17	Ubuhlebesizwe Js	Pre-planning	0	1000	1000
16	Egweni P	Pre-planning	0	1000	1000
16	Emakhasini P	Pre-planning	0	1000	1000
17	Emanyonini Sp	Pre-planning	0	1000	1000
17	Gem P	Pre-planning	0	1000	1000
18	Hawa Sp	Pre-planning	0	1000	1000
16	Maduna P	Pre-planning	0	1000	1000
18	Mashiza P	Pre-planning	0	1000	1000
18	Kwashangase Jp	Pre-planning	0	1000	1000
17	Embuyeni P	Pre-planning	0	1000	1000
11	Kwajessop P	Pre-planning	0	1000	1000
4	Isithembelo P	Pre-planning	0	1000	1000
17	Mshiyane H	Pre-planning	0	1000	1000

16	Ntendeni P	Pre-planning	0	1000	1000
4	Sithelosethu P	Pre-planning	0	1000	1000
18	Kwashangase Jp	Pre-planning	0	1000	1000
17	Isaviyo P	Pre-planning	0	1000	1000
13	Umsunduze Hp	Pre-planning	0	1000	1000
5	Deda P	Pre-planning	0	1000	1000
10	Maqokomela P	Pre-planning	0	1000	1000
18	Emakhuluseni Sp	Pre-planning	0	1000	1000
17	Mepho Jp	Pre-planning	0	1000	1000
17	Igugulamanyoni Jp	Pre-planning	0	1000	1000
5	Mlamulankunzi P	Pre-planning	0	1000	1000
16	Sontshenge P	Pre-planning	0	1000	1000
6	Emkhambeni P	Pre-planning	0	1000	1000
12	Hloniphani S	Design	2000	3,000	4000
10	Dumane Comm H	Design	2000	3,000	4000
6	Emkhambeni P	Design	2000	3,000	4000
14	Ezindlovini P	Design	2000	3,000	4000
9	Khanyisa S	Design	2000	3,000	4000
10	Nqakathela S	Design	2000	3,000	4000
17	Mshiyane H	Design	2000	3,000	4000
15	Nombika S	Design	2000	3000	4000
8	Mcathu P	Design	2000	3000	4000
16	Kwangoza S	Design	2000	3000	4000
17	Ubuhlebesizwe Js	Design	2000	3000	4000
10	Isifisosethu Ss	Design	2000	3000	4000
3	Sinenhlanhla S	Design	2000	3000	4000
6	Simunye S	Design	2000	3000	4000
8	Manaba S	Design	2000	3000	4000
17	Gcinokuhle Js	Design	2000	3000	4000
4	Ngcongconganga H	Design	2000	3000	5000
7	Iqabavu P	Design	0	500	2000
16	Sontshenge P	Design	0	500	2000
19	Zubane Lp	Pre-planning	0	500	2000
8	Dikwayo P	Pre-planning	0	500	2000
15	Dumezweni Jp	Pre-planning	0	500	2000
17	Ezimpondweni P	Pre-planning	0	500	2000
18	Kwashangase Jp	Pre-planning	0	500	2000
10	Kwasimamane Jp	Pre-planning	0	500	2000
10	Magongolo Jp	Pre-planning	0	500	2000
17	Tholumusa P	Pre-planning	0	500	2000

TABLE 37: DEPT. OF EDUCATION MTEF

Ndwedwe LM	WARD	PROJECT DESCRIPTION	PROJECT STAGE	MTEF 2014-2017		
				2014/15	2015/16	2016/17
	9	Nondabula - Layers	Tender	450,000	450,000	
	6	Ezichwayini - fencing	Tender	70,000		
	19	Injobo ithungelwa ebandla - goat shed	Tender	310,000		
	15	Busane - Piggery	Pre-Planning		850,000	
		Imbalenhle - Irrigation	Pre-Planning		150,000	
	19	Injobo ithungelwa ebandla - irrigation	Tender	100,000	150,000	
		Mechanization - grain production	Implementation	1,487,500		

TABLE 38: DEPT. OF AGRICULTURE MTEF